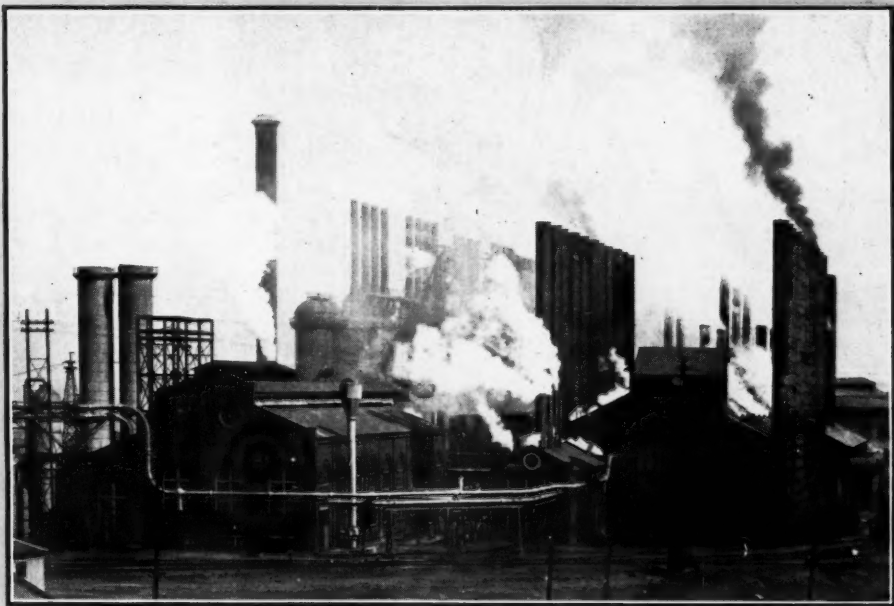


FEBRUARY 18, 1928

FEB 23 1928

Sales Management

*For the Man in Charge of Sales
and Advertising*



IN THIS ISSUE: ANOTHER SALES CAMPAIGN THAT MIGHT BE
USED TO DEVELOP BUSINESS AMONG THE SMOKESTACK TRADE

How Remington-Rand Handled the Merger
of Seven Pacific Coast Branch Offices

Forrest Crissey Tells What Happened When
a Man with a Small Business Thought Big

Will Chain Store Volume Double by 1932?

Cover Photo by Underwood & Underwood

A DARTNELL



PUBLICATION

PERSONAL LETTERS

EACH AND EVERY WORD IS TYPEWRITTEN INDIVIDUALLY IN EACH AND EVERY LETTER

get better results
—far beyond the ordinary

Business correspondence receives personal attention; the impersonal mail is pushed aside, given secondary attention or none at all, while the other gets action.

The more personal your message is made, the greater personal attention it receives. Results follow in greater volume, just as naturally as more personal interest gets more orders for a salesman.

Direct-Mail Producers:

Write for outline of money-making opportunity.

Many Direct-by-Mail Agencies and Letter Shops are turning to personal letters steadily. Thereby they can offer their clients a genuinely complete direct-by-mail service of greatest result-producing efficiency.

We invite correspondence from Direct-Mail and Letter Shop concerns who may be interested in making more money by supplying high-grade clients with personal typewritten letters.

We can help you increase your earnings.

Write us.

Good letters cost much less —in RESULTS!

At slightly greater first cost, sometimes no greater, good letters expand results amazingly. In consequence your good letters *cost much less* in the only currency that means anything—RESULTS.

Every step away from a dictated letter is a step downward in your result percentage. Every step away from the "form letter" appearance is a big step upward in results. The only thing that can reduce cost of letters sensibly for you is increasing results. Personal letters do that.

—then "results" determine your values

Your letters will become more valuable in your mind as you see the results mount upward steadily. Individually written personal letters do actually produce unbelievably great increases in results. When intelligently used—they pay most surprising dividends.

Write for More Details

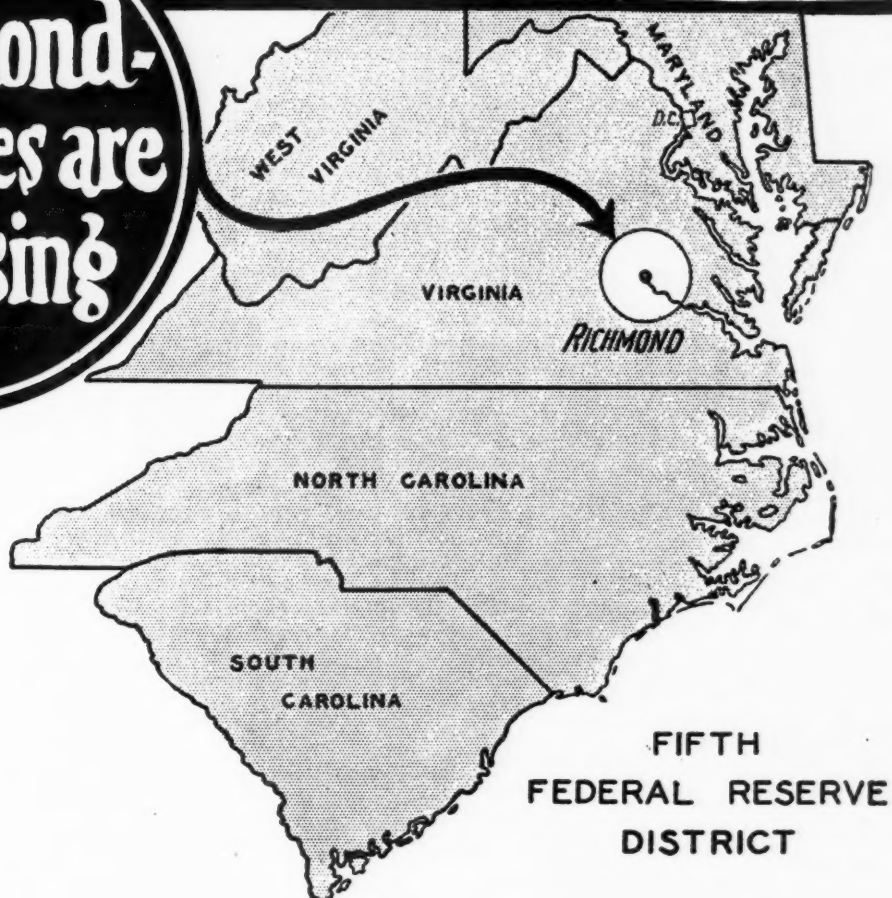


Does 3 Girls' Typing

The Auto-typist
SELF-OPERATING
TYPEWRITER

MacPherson-Eames Mfg. Company
417 South Dearborn St., Chicago

**Richmond-
Where Sales are
Increasing**



RICHMOND was the only city listed in the Fifth Federal Reserve District to show an increase in retail sales for the year 1927. Sales in Richmond increased 2.1 per cent. In the two other major cities and in the smaller cities and the district as a whole they decreased.

THE NEWS LEADER has a dominant lead in circulation and advertising lineage in this city where sales are increasing.

National Representatives:

KELLY-SMITH COMPANY

Graybar Bldg.
New York City

Waterman Bldg.
Boston, Mass.

Atlantic Bldg.
Philadelphia, Pa.

Tribune Tower
Chicago, Ill.

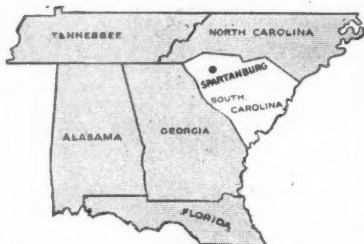
J. B. KEOUGH
Candler Building - Atlanta, Ga.

The Richmond **NEWS LEADER**

"VIRGINIA'S GREATEST NEWSPAPER"

Published every other Saturday and copyrighted 1928 by the Dartnell Corporation, 4860 Ravenswood Ave., Chicago, Ill. Subscription price \$4.00 a year, in advance. Entered as second class matter, March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.

Are You Getting YOUR SHARE of Business from this Rich Area?



THIRTEEN MILLION CONSUMERS live in these six southeastern States of which Spartanburg is the trading center.

Business has been "good" for years in this rich Spartanburg area. Consult business conditions maps for the last half dozen years. Spartanburg's territory always shows good business.

20 Large Concerns Distributing from Here are Reaping the Annual Harvest in Sales

With plants or branches established in Spartanburg, twenty of the country's largest concerns have found that southern merchants and southern consumers favor those who make this section their headquarters. Their sales volume increased rapidly while selling costs decreased almost as rapidly.

Get All the Facts

**This Survey,
Free for the
Asking,
Tells All**



Send today for copy of the "Marketing Survey of the Spartanburg Trading Area." It gives the facts about this enterprising, prosperous section that all interested in Southern Sales and Distribution should know. It is yours for the asking. Write today.

INDUSTRIAL COMMISSION
OF THE CHAMBER OF COMMERCE
1300 Montgomery Bldg. - Spartanburg, S. C.

SPARTANBURG



"The Hub City of the Southeast"
**SOUTH
CAROLINA**

TRANSPORTATION: Two trunk lines to the Middle West—two to the Atlantic Coast—on the main line of the Southern Railroad from New York to New Orleans.

TRAVELING: Thirty-three passenger trains in and out of the city every twenty-four hours. A network of bus lines covering the state. Large, modern hotels everywhere.

AIR MAIL: Regular stop on U. S. Postal Air Mail Route, six hours to New York.

TAXES: "No taxation tricks." Taxation basis very favorable to successful industrial operation.

PRESTIGE: A progressive, well-known city—at present used as a Southern Distributing Center by more than a score of national manufacturers.

This Issue at a Glance

For the convenience of subscribers whose time is limited, we will print here in each issue a short digest of the principal articles in each number, so that you may determine those articles which are of sufficient interest to warrant careful reading

CHAIN STORES

At the present rate of growth, chain store volume will double by 1932, declared Edward Dale, vice president, Safeway Stores, Inc., in a recent address before chain store executives. He cites figures to show that grocery chains have grown at a faster pace than any other type of chain organization. Page 283.

DEALER HELPS

H. G. Davis of the Kroehler Company, Chicago, tells of the experiences of this company in planning retail advertising for dealers. That dealers will use advertising prepared by manufacturers if it is the right kind is attested, Mr. Davis says, by the fact that they get more than \$625,000 worth of advertising cooperation from their dealers in a year's time. Page 301.

DISTRIBUTION

The final article in the series on the distribution of advertised products appears on page 315. This completes the analysis made by the Dartnell investigator in Peterborough, Ontario, Canada.

GENERAL

A review of J. Walter Thompson's book on "Retail Shopping Areas" will be found on page 314.

"How Remington-Rand Handled a Merger of Seven Branch Offices" relates the experiences of the Los Angeles manager of this concern in bringing together seven highly specialized branch sales organizations under one management. Page 289.

MARKETS

The fourth article on "Campaigns that Might Be Launched in Industrial Markets," tells how a product sold now largely as a household remedy might develop sales among the smokestack trade. R. Bigelow Lockwood, the author of this series, is sales counsellor for the McGraw-Hill group of industrial papers. Page 291.

PACKAGING

The latest product to join the ranks of packaged merchandise is a stepladder. It's being done by the Dierks Lumber & Coal Company of Kansas City. Page 304.

PERSONALITY SKETCHES

In the second of his articles on men who have attained leadership by coming up through the sales department, Forrest Crissey presents a pen picture of Paul R. Beich, the founder of the candy concern bearing his name, and past president of the Illinois Manufacturers' Association. "When a Man with a Small Business Began to Think Big," page 281.

SALES CAMPAIGNS

Salt Lake City is known as a difficult market for confectionery products because of the strong local competition. How the Williamson Candy Company successfully introduced Oh Henry! bars into this market is told by G. E. Pelton. Page 298.

SALES MANAGEMENT

Because in many businesses it is more important to keep and develop the good outlets the company already has rather than to extend distribution, R. C. Hay presents in the leading article in this issue a plan which helps to meet this problem. Through a detailed classification of prospects, the sales manager is enabled not only to keep close tab on the activities of his salesmen in the field, but he is provided with a control for extending cooperative help to his best dealers. Page 279.

SALES POLICY

How the Crouse-Hinds Company built an entire sales campaign about a small improvement in their product is related on page 297. The direct-mail and business paper campaigns which successfully introduced the improved product to the trade are described.

Policies through which the Plough Chemical Company built up a \$4,000,000 business in the South are outlined in an article by Eugene Whitmore on page 293. One of the interesting points brought out in this discussion is the possibility of increasing volume by teaching the salesmen to fine-comb their territories and to cover all the outlets which lie off the beaten tracks.

Formerly sponges were sold by the bale, and dealers often suffered losses through wide variations in quality in the merchandise in one lot. Then Schroeder and Tremayne began putting their sponges up in packages and selling them under a brand name, with the result that retail outlets took a fresh interest in merchandising them. The result was that sales enjoyed a new impetus. Page 284.

SALESMANSHIP

Royal V. Andrus, Chicago salesman for the Todd Protectograph Company, recently won a Dartnell salesmanship award for breaking a record of twenty-nine years' standing. He is the first Todd salesman to lead the national sales force four months in succession. Some of Andrus' sales tactics are described in an article on page 287.

Seventy-five sales managers contribute to a discussion of methods for training salesmen to combat the objection that "business conditions are bad." Page 306.

Published
Every-Other-Saturday

Sales Management

For the Man
in Charge of Sales

VOLUME FOURTEEN

NUMBER FOUR

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CATTS-PATTERSON CO., LTD.

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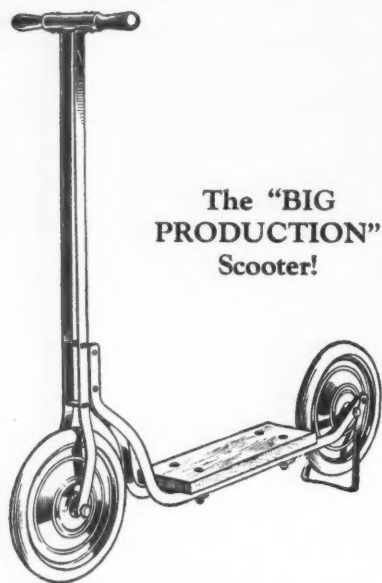
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Desk Editor

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of proofs on run of paper
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ten days before date of issue.



The "BIG
PRODUCTION"
Scooter!

Premiums that are real SALES BUILDERS

ONLY mass production makes possible this quality scooter at a price that permits its use for premium purposes. Unquestionably the greatest scooter value on the market and a builder of sales that has proved itself time and again. This scooter has probably been responsible for the sale of more merchandise than any premium item on the market. It has led an impressive number of sensational selling successes during the past year. (Specific data on these successful campaigns given on request.)

We also manufacture a complete line of big production items for both juvenile and adult premium purposes. Some of them will help increase YOUR sales.

May we tell you more about these quality premium products and the selling plans that move them? Just mail the coupon—no obligation whatsoever.

**Ko Ko Mo
STAMPED METAL CO.**

KOKOMO

INDIANA

Mail the Coupon—

KOKOMO STAMPED METAL CO.,
KOKOMO, INDIANA

I am interested in hearing more about your "big production" premium line and the sales increasing plans that have proved successful with them. I understand, of course, that this inquiry obligates me in no way.

Name.....

Firm Name.....

Address.....

City..... State.....



DR. GUS H. DYER, for 25 years professor of economic sociology at Vanderbilt University, has accepted the position of editor-in-chief of *Southern Agriculturist* of Nashville, Tennessee. Dr. Dyer is well known as a writer and speaker and in the past few years has spoken in 25 states before national and group conventions of manufacturers, bankers, and other business associations. In his new appointment he succeeds the late E. E. MILLER, whose untiring efforts resulted in the *Southern Agriculturist* having the largest circulation of any agricultural paper in the South, which is now 540,000.

The following appointments have recently been made in The Quinlan Company, Chicago advertising agency: ALFRED C. HOUSER, formerly advertising manager of the Yellow Truck & Coach Manufacturing Company, is now an account executive; JOHN M. HAMILTON, formerly sales manager of the Salorex Corporation, Detroit, is also an account executive, and ROLLO FOGARTY, formerly of the business survey department of the Chicago *Tribune* and prior to that associated with the Faithorn Company, Chicago, has been made production manager.

FRANK E. CARSON, who has been in charge of the sales promotion department of Canada Dry Ginger Ale, Incorporated, has been made advertising manager. Mr. Carson will continue to direct the sales promotion activities of the company in conjunction with his new duties.

M. F. SCHMITT, formerly with Rolls-Royce of America, Inc., recently joined Canada Dry's advertising staff.

A. M. MILLER, formerly vice president and general manager, has been elected president of The Central Ohio Paper Company, Columbus, Ohio, to succeed O. A. MILLER, his father, who remains as chairman of the board and treasurer. A. M. Miller will continue to serve as general manager.

H. S. LORD, who recently joined the Nichols & Shepard Company, manufacturer of power farm machinery, as general sales manager, has been elected a member of the board of directors of that company, together with A. R. KENNY, treasurer.

T. W. LEQUATTE, formerly advertising director of Farm Life Publishing Company, has been appointed publisher of *Farm Life* to succeed C. A. Taylor, who remains as president.

EDGAR PAUL HERMANN has been appointed director of publications of The Lincoln National Life Insurance Company of Fort Wayne, Indiana. He will have charge of publicity and advertising. Mr. Hermann was formerly director of publications of LaSalle Extension University of Chicago, and previous to that was advertising manager of the International Accountants Society, Chicago, editor of *Personal Efficiency* magazine, and extension director of the School of Engineering, Milwaukee. As a free lance sales visualist, he has served a considerable number of associations, firms and publications.

The Manz Corporation of Chicago announces the appointment of JOSEPH C. GRIES from sales manager to vice president in charge of sales, and ROSWELL C. MOWER as vice president and sales manager. Mr. Gries has been with Manz for three years while Mr. Mower was formerly connected with Will Howell and Associates. Both are well known in advertising and merchandising fields.

ROBERT E. MITCHELL was recently appointed sales promotion manager of Valentine & Company, New York City, manufacturers of varnish, enamels and lacquers. He was formerly a Valentine district sales manager, and had previous to that spent several years in advertising and promotion work.

H. M. APPLEGATE, who since September, 1922, has been in charge of sales and manufacturing at the Brooklyn plant of the Williamson Candy Company, as secretary, treasurer and general manager, has joined Winters & Company of Philadelphia, sales representatives of several candy manufacturers.

SAMUEL A. MOSS has joined the Einson-Freeman Company, lithographers, New York City, as art director and visualizer. Mr. Moss was formerly with Lord & Thomas and Logan, New York City, where he served many leading national advertisers in the same capacity.

FRANK R. JENNINGS, who for the past 14 years has been advertising manager of The *Rotarian*, has been appointed business manager but will continue to direct the advertising of the magazine.

HUMPHREY D. HOWELL has been made supervisor of sales promotion in the group division of the Metropolitan Life Insurance Company.

Collegae Humor announces the appointment of SCHUYLER R. KUDNER as western advertising manager with offices in Chicago.

SALES MANAGEMENT

A Dartnell  Publication

VOLUME FOURTEEN

CHICAGO, FEBRUARY 18, 1928

NUMBER FOUR

What Do You Know About Your Customers?

By R. C. HAY

"HENRY," said the New England branch manager of a large dye manufacturing firm to one of his best salesmen, "how does it happen that you won't turn in regular call reports?"

"Well," said Henry, "I've got too many accounts, and too much to do, to bother with so much detail. Besides what good would it do anyway?"

Up to that time the records of sales to the 1,200 accounts of this branch were kept in a series of big books, arranged alphabetically. This arrangement might bring an account buying a few pounds of dye stuff a year right next to an account buying 100,000 or more pounds a year. The salesmen were permitted to arrange their calls to suit themselves, and each man played a lone hand in handling his accounts.

A call report system had been instituted shortly before this by the sales department, with the general idea of trying to get some sort of control over the activities of the individual salesman. Most of the salesmen failed to turn in these call reports, believing that they were of no particular value anyway and that it was a waste of time to take the trouble to make out the report.

Obviously the problem of the

branch manager was not nearly as important in relation to getting call reports from his salesmen as it was to get these salesmen to take care of their accounts in proper fashion. As a solution for this problem, the manager decided to undertake the classification of accounts of each of his salesmen, in order to indicate the degree to which a salesman should place emphasis on every account on his list. For this purpose four classifications were set up.

The first classification, "A," was to include all accounts whose volume of business, either actual or potential, was very large. Class "B" accounts were those accounts whose purchases were of medium size and whose business never would run to the large figures that would be reached by class "A." Class "C" accounts were those whose annual purchases were in small quantities of only 100 or so pounds of color per year, and consequently required least attention of the active accounts.

Class "D" accounts were those accounts that were not buying any color at all from that branch office, but who could logically be listed as prospects, and on whom the salesman was to be requested to make regular reports until such a time as the prospect was placed

on the regular list of the salesman for handling or was eliminated entirely. For each of these four classifications of customers the salesman was given a regular number of days to elapse between his calls. Class "A" accounts were to be called on every seven days; class "B," every 30 days, and class "C" every 60 to 90 days.

When it came to calling on class "D" or prospect accounts the salesman was requested to make reports on all class "D" accounts within 6 weeks from the date on which he was given the new name. If his first call on these accounts indicated possibilities sufficient to warrant placing the account on the regular list, it was then classified as either "A," "B," or "C," and called on according to the classification of the account.

Salesmen were then requested to make out a call report for every account on which they called. These were prepared on a 3 by 5 card on which the information required by the office could be indicated by the salesman through the simple process of checking in squares placed on the card for that purpose. The only labor involved on the salesman's part was to write the name and the address of the account and sign his name after he had placed the checks in the proper squares.

The records of these accounts as maintained in the office were then re-arranged so that there was one page for each account, and one book for each salesman's account. These accounts were arranged alphabetically and in the upper left hand corner of each page was placed a set of squares, one square for each month in which could be placed the dates on which call reports had been submitted by the salesman.

The Uses of Call Reports

IN THIS way the salesman was assured that his call reports were being entered in the book and by referring to his book of accounts he could always determine just when he had called on each of his customers, and before each trip he could schedule his calls for that week. Additional information of value was transferred from the call report card to these records showing such important items as dyes on which salesmen had quoted prices to customers, and so forth.

Through this method salesmen were assured that the call reports which they submitted would be used, and that they would serve a useful purpose. The clerk in the office was able to keep track of the accounts of each salesman and to assist in arranging his calls and also suggest to him matters to be taken up with each mill as he called on them. The records served a most useful purpose and proved to be very helpful to the salesmen in carrying out their work.

Another instance of the classification of dealers by a large company is that of the American Radiator Company. With the introduction of the Arcola hot water heater, a list of merchants in the United States who were particularly interested in selling this

boiler was set up in the general sales department. About the same time, also, with the introduction of the type "A" heat machine, another list of names was set up representing the so called type "A" merchants. Many of the heating contractors included in this list also appeared on the Arcola merchants' list.

Up to this stage no distinction had been made between the good and the poor Arcola merchants, nor had any attempt been made to include in this list any indication of whether or not a name was duplicated in other lists.

After these lists had been used for several years in this manner, another product was introduced, the Ideal Vecto heater, and it then became necessary to indicate whether or not a dealer was handling this product.

Classifying the Dealers

THE sales promotion department consolidated the lists of Arcola merchants, type "A" merchants, and Vecto merchants and went a step further by indicating in the Arcola list whether or not the merchant was class "A," or whether he was not quite so effective in selling this product, and came in class "B." By consolidating these names on the three products it was possible to set up a list of something over 7,000 names which included all the heating contractors in the United States who were listed for their aggressive interest in any one of these three products.

By consolidating these lists it became possible to see which of the merchants were handling all three products, which were handling only two products, and which were handling only one product. On the addressograph lists maintained in the sales promotion department, each stencil had letters

indicating the merchant's classification in the lower left hand corner.

Thus a merchant in Bristol, Pennsylvania, might be classified as a "TAV" merchant. This meant that he was not only selling the type "A" and the Vecto, but he was a class "A" Arcola merchant. The chances were, therefore, that this merchant was an aggressive and capable salesman and that he was one of the heating contractors in the United States who could be depended upon to apply modern merchandising methods in distributing heating and plumbing products.

A merchant classified only as "B" was thereby shown to be solely a class "B" Arcola merchant, and, therefore, of much less value to the company as a merchandiser and salesman than merchants classified as "TAV," "TBV," "TA," or "AV." The addressing equipment used enabled the classification of names by the use of metal markers which, when passing through the addressing machine, enabled the clerk to automatically select those types of merchants desired for a particular mailing.

Controlling Salesmen

THE results of this classification of accounts, covering the United States, was that out of over 30,000 heating and plumbing contractors, less than 8,000 were so classified as merchants. In considering these figures it is important to note that in the 22,000 names not included in this special list of good merchandisers, were many dealers whose business was primarily with large buildings and who would not under any circumstances be interested in any of these three products.

It is further important to note that the three products used as a means of setting up this list were all products which permitted the heating contractors to apply something of the merchandising and selling methods in use in other businesses, such as the music and radio business.

Classifying lists of dealers as a means for keeping close control of the results obtained by salesmen, and as a means of directing the expenditure of cooperative sales effort on the part of the company, has proved in these two cases to be of great value. Many other companies use the same

(Continued on page 341)

Because distribution outlets have increased faster than consumer demand, the competitive situation in many businesses is such that the main problem is not how to get more outlets, but how to keep the dealers the concern already has. Here is a plan for classifying dealers which acts not only as a means for keeping close control of the activity of salesmen in the field, but also as a means for directing the expenditure of cooperative sales effort on the part of the company toward the end of making better merchants of the most promising retailers on the books.



Paul F. Beich

When a Man with a Small Business Began to Think Big

By FORREST CRISSEY

ABRAHAM LINCOLN is credited with the whimsical observation that God must have a special fondness for common people, else he would not have made so many of them. By the same token, the business enterprises of medium size must stand high in favor with the Creator. They are to be found in almost every industrial community of prosperous America and their aggregate—in numbers, capital or volume of business—is great beyond ordinary comprehension.

Surely it would be an unpardonable oversight in any survey of men who have won distinguished honors in the field of

selling to turn the spotlight only upon those who have gone to the top in huge organizations. This would leave out of the picture an enormous number of "ordinary" but highly representative enterprises whose commanders have given a brilliant account of themselves on the field of salesmanship.

These men do not belong to the lofty aristocracy of Big Business—but they are, perhaps, more interesting to the great body of American salesmen by reason of that very fact. To become president of a company doing a yearly business of a million dollars—or perhaps half that amount—would be quite satisfactory to most of

the salesmen now on the road. Very few of them would suffer any serious disappointment at not being called to sit at the head of the directors' table in the executive offices of the United States Steel Corporation, the General Electric Company, General Motors or any other of the giant industrial organizations. These exalted positions are few in comparison with the number of presidencies in the roll-call of companies of a more ordinary size.

Again, it is by no means certain that the size of a corporation affords an infallible measure of the executive ability of those responsible for its destinies.

Personally, I am inclined to the opinion that it often requires quite as high a gift for management to make a corporation of comparatively modest size successful as it does to administer a mammoth organization which commands great strategic advantages by sheer financial weight and size. Hence it is well to look for interesting examples of salesmanship success in companies whose stocks are not leaders in Wall Street and are perhaps strangers to the market blackboards of any exchange.

The kind and extent of success achieved by a certain humble candy salesman, for instance, is quite as interesting and inspiring to me as that scored by the head of any great organization in the elect circle of Big Business and the inspiration which it offers to the rank and file of salesmen is perhaps more direct and appealing because the achievement involved seems more possible to them.

Paul F. Beich, of Bloomington, Illinois, is president of the candy company which now bears his name and has a paid-in capitalization of more than a million dollars. But perhaps the highest tribute to his administrative ability was his election, last year, as president of the Illinois Manufacturer's Association. That powerful organization does not bestow the great responsibility of its presidency lightly or as a decorative honor. Any man who is called to sit at the head of its table is entitled to admit that regardless of the size of his individual enterprise or his private fortune—he is an active and responsible member of America's Big Business group.

Salesmen as Presidents

THE presidency of the National Confectioner's Association years ago, was another high tribute to his executive capacity, especially as it came at a time when that organization was in a critical stage of its remarkable development and needed strong guidance. As vice president of the American State Bank of Bloomington, he has had an active hand in the financial affairs of the corn belt section.

Mr. Beich knows every step in the salesmanship trail and is not at a loss to understand the increasing tendency on the part of industry to pick presidents who

have been seasoned in the school of salesmanship.

When he was a ruddy-cheeked athletic boy of seventeen he left home in Wehlau, Germany, and came to America to visit relatives in Bloomington. His father was a military man and young Paul saw nothing alluring in military life. On the other hand, he had a firm belief that there was a perpetual open-season on fortunes in free America. Nominally, he had come to America only to visit his kin and see the wonderful new country about which they had written so much. But, almost immediately, he began a still hunt for a job.

Lack of English No Handicap

"MY hardest handicap," confesses Mr. Beich, "was that I could not speak a word of English, although I had a fair mastery of several European languages, including French. English was not taught at the gymnasium or preparatory school which I had attended and few English-speaking travelers penetrated to our city near the Russian border. While I had rather a thorough grounding in Latin and Greek, this accomplishment didn't lift an ounce in getting me a job with the Yankee firm of Bruce & Brown, a pioneer candy house of Bloomington. Although I had worked two years in a wholesale grocery in Germany, that experience did not, I think, count for much in getting my first job. Probably what turned the trick for me was the fact that I was a husky specimen physically and looked as if I might take kindly to work."

One glance at the keen, alert eyes of the mature Paul Beich is sufficient to explain why he was employed in spite of his inability to speak English. He was shown—once!—how to do things in the shipping room. In fact a knowledge of most of the things he learned to do there came to him by observation, not instruction. And he acquired some use of the English tongue in the same casual absorptive way.

In those early days the candy business was confined to local territory, the manufacturer selling only to retailers. One day Mr. Bruce called the new boy into the office and said:

"Paul, I'm going to send you out on a trial trip. Up at El Paso they're going to have a fair and

the merchants there will need a good supply of candy. You can't speak our language very well but you'll have to do the best you can, for it's impossible for anyone else in the house to make that town. Here's a list of all the merchants we've ever sold goods to there." Then he smiled and added: "But don't be discouraged if you fail to sell them all!"

This order to "make El Paso" gave the boy from Germany the biggest thrill he had ever experienced. Although his train left early in the morning he was at the station an hour before he was due to leave. He couldn't sleep and decided he'd rather wait at the station than at his boarding house! On the train he opened his sample case and went over its contents again and again. It was a Pandora's box of marvelous possibilities to the admiring eyes of the boy. Arriving in El Paso at seven in the morning, he saw a typical prairie town, its business section strung along each side of the railroad track. Instantly he became busy emulating the early bird and showing his samples to merchants who had just "opened up" for the day.

The Proverbial Early Bird

IN A plodding, systematic way he entered every store on one side of the track and then on the other. He seemed to have an uncanny premonition of the fact that, ultimately, candy would be sold in more different kinds of business establishments than any other commodity. By noon he had made a clean canvass of the town and was ready to do justice to the hotel dinner. At the long table sat two other salesmen—who had arrived an hour before. Their conversation interested him.

"How'd you find the east end, Bill?" asked one.

"Not a crumb left," replied the other. "They'd ordered of a Dutch boy who got on the job with the chickens and whose talk was more broken than a pail of hard candy."

"Same on the west end. He'd made a clean sweep. Some of 'em found him waiting when they opened up."

On his return to Bloomington, towards evening, the senior partner greeted him with:

"Well, Paul—sell anything?"

For an answer the boy handed over his sheaf of orders.

(Continued on page 310)



In a period of five years, the chain grocer has practically doubled the best showing of any other type of chain, and has multiplied his increase by more than six times that of some other types of chains. The chain grocer starting in 1919 with a sales volume represented by 100 per cent, in 1927 did 389 per cent of his average monthly 1919 volume.



Chain Store Volume Will Double by 1932, Says Dale

IF THE chain stores continue to develop at the speed with which they developed in 1927, they will double their present volume in 1932. Or, to put it another way, they will be selling eight times as much merchandise as they sold in 1919.

This statement was made by Edward Dale, vice president, Safeway Stores, Inc., in an address delivered before the recent convention of the Western Chain Grocers' Association. Mr. Dale's company operates 1,087 units which, in 1927, did a volume of \$76,000,000 worth of business.

Mr. Dale cited some interesting figures in connection with chain store growth. "According to the Survey of Current Business com-

plied by the United States Department of Commerce," he said, "the chain grocer starting in 1919 with a sales volume represented by 100 per cent, increased his business for the year 1924 to 214 per cent. In 1926 he had 317 per cent, and in June, 1927, 398 per cent of his average monthly 1919 volume.

"In the same period this report shows that the five-and-ten-cent chains increased their June, 1927, business to 224 per cent of the average monthly 1919 volume. The drug chains went to 210 per cent and cigar chains to 151 per cent. Thus you will see that the chain grocer has practically doubled the best showing of any other type of chain, and has multiplied

his increase by more than six times that of other types of chains.

"It seems to have been generally believed that the chain store grocer with his multiplication of outlets would decrease his sales per unit, but the figures do not show this to be true. In 1923, 27 chains had an average of 15,362 stores operating each month. Their sales were \$52,000,000. In the month of June, 1927, these same chains operated 27,550 stores with a sales volume of \$112,000,000. Thus, the gain in stores opened has been 80 per cent, while the gain in sales has been 117 per cent in five years. The present rate of increase in sales of chain stores, based on those companies

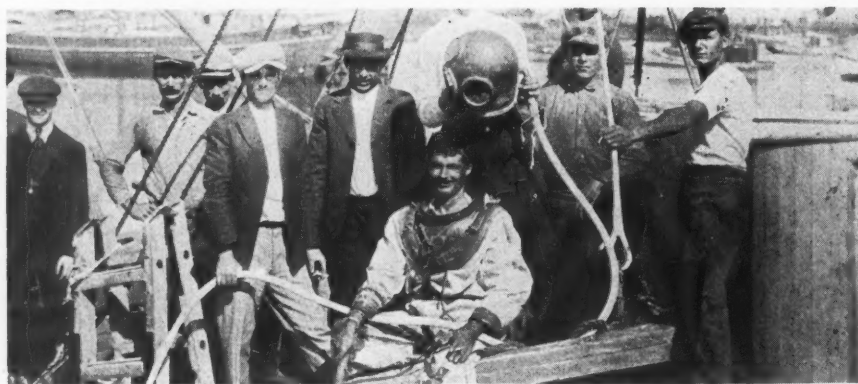
(Continued on page 345)

So We Put Our Sponges in Packages and Gave Them a Name

By THEODORE SCHROEDER

*President, Schroeder & Tremayne,
St. Louis, Missouri*

Dealers formerly took little interest in pushing sponges because they had to buy them in bales and largely on faith, and therefore often suffered losses through the wide variations in quality found in one lot. Then this concern packaged their sponges and branded them, and both wholesale and retail trade reacted with increased business.



The equipment used by a sponge diver of the Gulf of Mexico. Most Florida sponge fishermen are Greeks, whose boats are modeled after those of the Aegean Sea.

EVERY once in a while some jobber takes occasion to rake us over the coals for not confining the sale of our sponges to the jobbing trade exclusively. Many of our jobbers have objected, at one time or another, not only to the fact that we sell a few of the larger retailers direct, but also to our practice of extending our selling effort to specialized industries. They seem to think that every sponge we sell might just as well be handled through the regular

wholesale distributing channels.

How impossible such a course would be can be realized when we point out that not one jobber in a hundred knows of half the uses of sponges, much less about where all the different varieties of sponges can be marketed or about the huge stocks they would be compelled to carry if they handled all these different varieties. Some of the larger retailers, whose businesses are departmentalized to cover unusually wide fields, can sell sponges for uses which would

not even occur to the average jobber. And there are dozens of markets for sponges in industries where the jobber would not think of looking for them.

Retailers, too, often misunderstand the necessities of our business. A valuable customer of ours, the proprietor of a large, high-grade drug store in a northwestern city, took us to task recently for selling cheap sponges to a so-called "racket store" in his neighborhood after selling an order of our better grades to him.

"Please cancel the order I gave your salesman recently for shipment the first of the month," this particular druggist wrote, in some heat. "I found that after he left my store he called on the junk shop next door here and sold them a lot of cheap sponges. They have them in the window now. I have been buying high-grade sponges from you for several years, and didn't think you would call on that class of trade. Please acknowledge this cancellation and oblige."

The "junk shop" he referred to so bitterly was a cheap department store of the five-cent to a



ing, in the aggregate, thousands of stores. Several of these have 5-and-10 cent stores in your city. Surely you would not withdraw your business from all manufacturers who also do business with such stores. And how could this interfere with the sale of high-grade goods? We rather think that in many places the sale of high-grade merchandise is promoted thereby.

We shall, of course, be guided by your instructions, but respectfully suggest that you reconsider this matter and let us hear from you again.

Here was the druggist's answer:

I see your point. Ship the goods along. Nature provides sponges—wild. They are not made or grown or cultivated to order. They range everywhere from the size of a tea-cup to the proportions of a bushel basket. Certain varieties are even

No, the small specimens at the left of this picture aren't potatoes, in spite of the resemblance. They are just as honest sponges as the big ones at the right, but sponges come in every conceivable size and shape. This is a corner of the sorting room of the Schroeder and Tremayne plant in St. Louis.

dollar variety. But it also was a good customer, and equally good pay, so we answered the letter as follows:

We are sorry indeed that you feel this way about it, but upon reflection we believe you will realize the futility of such a stand on your part.

You have indeed been a very good and in every way a desirable customer of ours, and we would certainly hate to see you withdraw your patronage and still more your friendship and good-will at this time. There is a side to this matter which you have probably not thought of. Permit us to call attention to it.

You buy high-grade goods, the only kind of merchandise that would be appropriate for a high-grade store such as you have, or suitable for the class of trade you cater to. Cheap goods would not fit with you at all; therefore, we are glad to sell you only such choice grades and desirable sizes as you may select—just what you want and nothing more.

Now if we, in the same manner, could pick just what *we* wanted, then there would be no necessity of going further. We could call on high-class trade only, carry only such high-class stock as they may demand and all would be nice and easy. But, unfortunately we have a different situation to deal with.

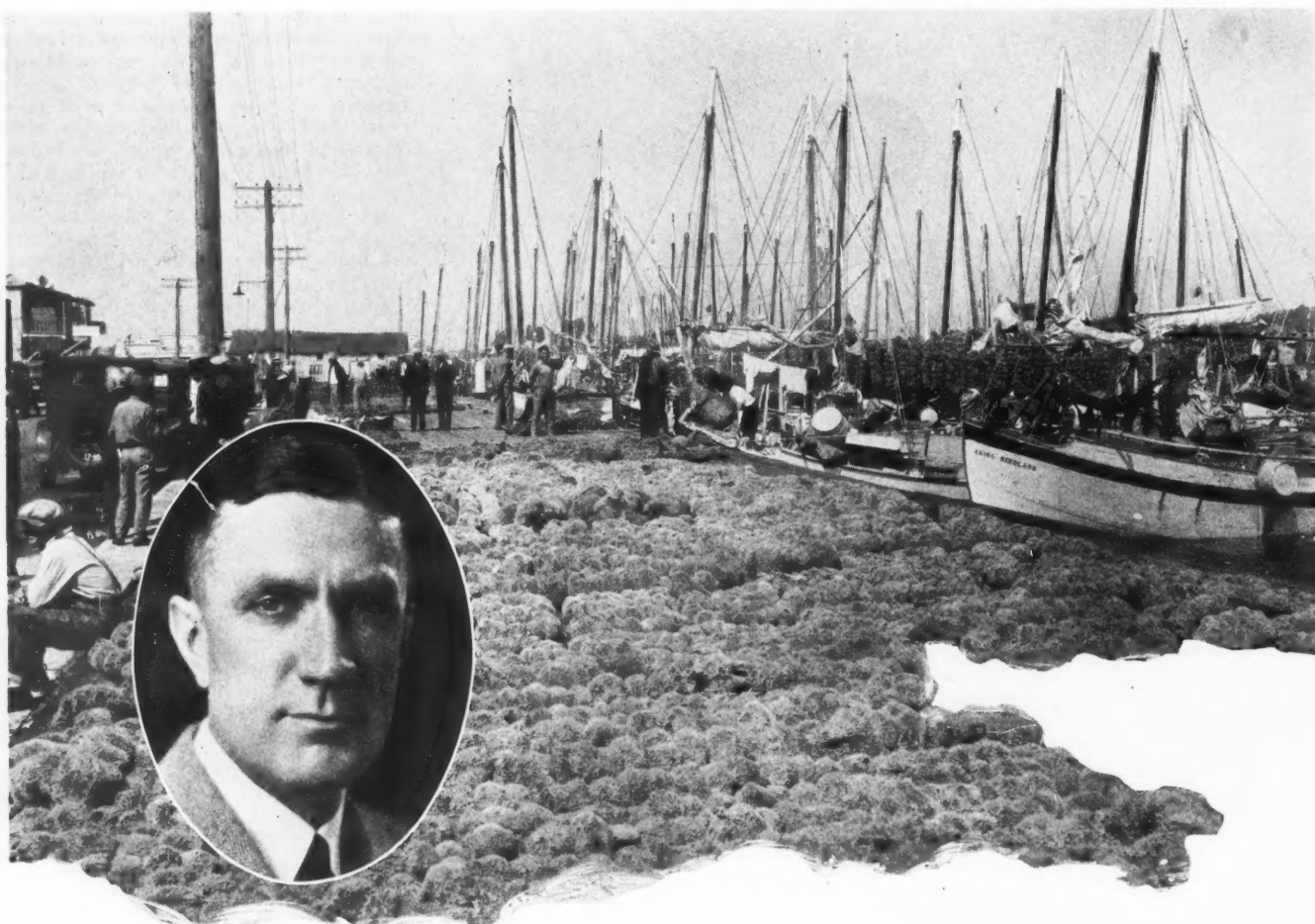
Sponges grow in a multitude of different sizes, shapes, grades and classes from a half dozen different sources. As in the case of all crops and catches, we have on our hands whatever the yield is and must find the market for all of it. Fortunately,

the demand varies almost as much as the catch of sponges does. Certain kinds you would not want at all. You refer to cheap goods and a "junk shop." We, here in the office, are not familiar with the store you refer to, but let us ask: Where would there be a more appropriate place to sell "cheap sponges" or "junk," as you call it, than to a junk shop?

Don't you see the point? We must sell the stuff, for we get loads of it. In fact, we sell to numerous syndicates operat-

There are sponges and sponges. A few of the various grades and sizes are shown here at the right. Each sponge leaving the plant is individually evaluated, given a price and a brand name according to its quality, and packaged.





The wharf at the sponge exchange at Tarpon Springs, Florida, showing a portion of the sponge fleet. (Inset), Theodore Schroeder, president of the company and author of this article.

smaller and larger. One species is mature when the size of a thimble; others grow as big as a barrel. Then there is a countless assortment of grades, shapes and textures.

By way of explanation, sponges are a form of animal life, of course, and the sponges of commerce are merely the skeleton of the live sponge. After the live animal part has been removed, the framework is cleaned and cured thoroughly and the familiar dried sponge is the result.

A Market for Every Sponge

The chief sources of supply are the west coast of Florida, Cuba and the islands about the Bahamas, the Philippines and the Mediterranean and adjacent seas. Each of these sources yields distinct types, and all the various sponge grounds yield good, medium and low grades. The methods of gathering them vary with the depth of the water, the customs and inclinations of the fishermen and the laws of the countries involved. They are taken

from waters between 10 and 150 feet in depth.

No two sponges are ever alike. They come in very many different shapes and are suited to a multitude of uses. It is our business to find a market for everything the sponge diver brings up. We can't be choosers. We take whatever we get and devise uses for it and means of selling it.

It is a job for the sales manager, and although an interesting one, sometimes a difficult one. We are almost in a class with the Chicago packers, who used to boast that they utilized every part of the hog but the squeal, except that we have as yet found no use for the animal itself. Like a jellyfish, the live sponge, when brought into the air, practically disappears within a short time.

New Marketing Ideas

When our company entered the field about thirteen years ago, we had in mind certain definite plans for marketing sponges in an entirely different manner from that to which the business was accus-

tomed. The scientific marketing of sponges is a development of recent years.

Formerly, sponge packing technique merely meant cleaning, cutting and trimming at the fisheries; sorting into a few rough sizes and grades; pressing into bales, and then selling by weight if unbleached and by the piece if bleached. When thoroughly cleaned and dried, they are very light in weight and necessarily rather high in price by pound.

Manufacturing Problems

That is, if they are thoroughly cleaned and dried. Unfortunately they were not always either clean or dry. Leaving in a large portion of the animal matter made the sponge much heavier. What chances this situation afforded unscrupulous packers can readily be imagined. In addition to that hazard, with even the best cleaning and packing possible, weights varied with atmospheric conditions. Sponges gain in damp weather and lose in dry. With

(Continued on page 335)

A Salesman Who Shattered a Record of 29 Years' Standing

By JOHN L. SCOTT

EVER since 1899, when The Todd Company perfected its first check writer and formally established itself as manufacturer of the Protectograph, its products have been sold by salesmen. In the normal course of conducting a specialty business, the founders of the company have seen hundreds of salesmen come and go during the intervening years. Hundreds of others have remained and are still selling Protectographs and the checks and supplies which go with them.

But in all these years, it was not until January, 1928, that the records revealed a single case where one salesman had led the entire sales force for a period of four consecutive months. And of all these salesmen, it remained for

Royal V. Andrus to shatter a precedent of twenty-nine years' standing.

Moreover, in setting a new all-time high mark for Todd salesmen, Mr. Andrus broke a record of his own making. Several years ago his name headed the monthly standings of salesmen three times in succession. Never before, nor since, had any other man in the organization won even this distinction. For a time it seemed that Mr. Andrus himself might be unable to duplicate his feat.

Last fall, however, he got back in stride. His name appeared at the top of the list again for September, October and November. He had tied his own mark for leadership over three straight months.

Not only was this an accomplishment equalled only once before in the history of the company—and then by this same salesman—but it provided an opportunity for raising the previous record a notch higher. If Mr. Andrus could extend his winning streak to four straight months, in view of the inability of anyone else even to approach his old mark, it would probably stand

unchallenged on the company's books for many years to come, or, at least, until he himself might find occasion to overtake his own lead.

To make the fact that he did lead the sales force again in December more remarkable, that month was the final lap in a national sales contest qualifying salesmen to attend the annual convention at the company's headquarters in Rochester, New York. Practically every Todd salesman in the country was exerting his last ounce of salesmanship to win that coveted trip to the factory. Of the four months, December offered by far the stiffest competition. Yet, when the totals were added up the first of the new year, Mr. Andrus had succeeded in outstripping them all.

A Leader in the Field

Royal V. Andrus started selling Todd check writers in Chicago thirteen years ago. He has been selling the same line in the same territory ever since. How he rose from a novice in the business of specialty selling to a position of acknowledged leadership in an organization of many hundreds of salesmen, is explained by a study of the unique methods he employs.

When he joined the Todd forces their only product was the Protectograph. They were selling the check writers without the checks which were to be used with them. It was largely a matter of one-time sales, since a single machine could be kept in continuous operation for a number of years, and, consequently, replacement business was not a very important factor.

It wasn't long, however, before the company became interested in selling checks as well. Its decision to produce them opened a wide new field for salesmen, but it also demonstrated the need for a new method of selling, one that took into consideration the



development and servicing of regular customers. About all the service a man selling check writers exclusively was called upon to render, was to keep each machine he had sold operating smoothly. But keeping the users of machines supplied with checks was an entirely different matter. It gave birth to a new set of sales problems.

It was in the sale of check orders that Mr. Andrus began to give promise of the sales success which might be expected later in his career. Since no set system was in force to govern the selling of checks, he devised one of his own which has subsequently proved to be the most important single factor contributing to his large sales volume. In fact, it developed into such a producer of business that a few years later, after its details had been completely worked out, it was adopted for general use within the Todd organization.

An Order That "Whistled"

IN ITS essentials, Mr. Andrus' plan operates as an automatic follow-up system. It provides a means of determining how many checks a customer has on hand at all times, when his supply will be exhausted, and on what date his re-order must be taken to make certain that a fresh supply will reach him before he is ready to use them.

About ten years ago Mr. Andrus, after installing one of his check writers, sold his first big order of checks to a Chicago manufacturer of telephone equipment. It was for 30,000 lithographed checks, an unheard-of figure in those days when most companies were buying only a few hundred at a time. It is rumored that all the whistles blew at the plant in Rochester when his order was received.

The checks, of course, were numbered consecutively and, as the salesman had no way of knowing how rapidly this particular customer used his checks, he called four or five times uselessly to find out how soon they would need to re-order. In the meantime he had taken other orders as large or larger, and with additional re-orders hanging fire, depending only on how long the present supplies would last, he was kept running from one office to another in order to be on hand plenty of time in advance.

As his customer list kept growing he soon saw the disadvantage of depending so much on chance to insure the obtaining of re-orders. Once or twice customers told him they were still well supplied with checks when, as a matter of fact, their stocks were practically gone. When they finally discovered how low they were getting, they hurried about frantically trying to put through rush orders, causing unnecessary difficulties for both themselves and the salesman. It was a case of running the risk of inconveniencing customers by calling too late or of wasting his own time by calling too early.

What he did was to lay out the form for a card which would embody all the pertinent information about each order. Besides the necessary name and address of the company, the name of the buyer, a description of the checks ordered, the size of the order and the price, he included other details which would not have occurred to the average salesman. One was his own order book number, so that he could refer to a copy of the original order itself instantly. Another was the customer's order number, so that in case a misunderstanding arose he could tell the customer on a moment's notice where his order was filed. A third was the salesman's order number, so that his company could be referred to it promptly and accurately.

An Unusual Re-order System

IN ADDITION to this information, he included the date when a re-order might be expected, which he figured on the basis of the average number of checks written by the firm in question over a period of time. He also noticed the check numbers of the order. If the order was for 50,000 checks, for example, and they ran from number 150,000 to number 200,000, he had that knowledge before him. On each card too was the correct, verified name and code number of the bank on which the checks were drawn.

Here is a typical case of how the system works. In Mr. Andrus' experience it has been duplicated, with slight variations, hundreds of times.

Filed under December, 1927, was a card showing that a certain company would need to re-order sometime before the first of the year. When that date ar-

rived Mr. Andrus immediately called on the buyer of that firm and explaining that he was there to see about some more checks, was waved away by the buyer's protestation that he had plenty of checks.

"I wonder if you'd mind telling me the number of the check you'll write next," broke in the salesman.

"Oh, I don't know," answered the buyer, "but I know we're not near out of them yet."

"But would you mind asking the bookkeeper the number?" Mr. Andrus persisted.

Grumbling, the buyer did as he was asked. In a moment the bookkeeper came in with the information that he was down to check number 73,899.

Keeping Tab of Buyers' Stock

"THAT means you have just over a thousand checks in stock," stated Mr. Andrus, "which will last you just about a month at the rate you use them up. You'd better get another order in right away."

The buyer didn't think so. "That can't be possible," he objected. "Why, we have half a dozen packages of checks out in the stockroom right now."

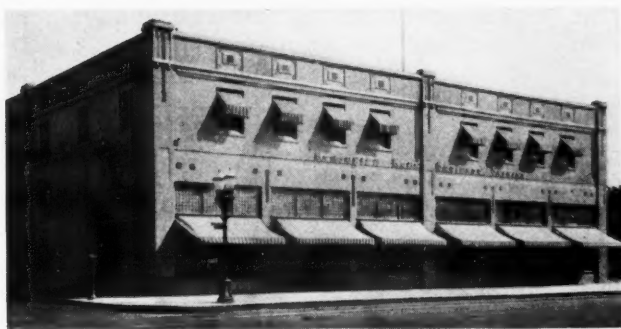
"Just the same," the salesman continued, "the last checks you bought from us ran from number 50,001 to 75,000. If your next check is number 73,899, you have just 1,101 left."

"Go to the stock room and see what those checks are," the buyer ordered the bookkeeper, and when the latter returned to tell him that those were dividend checks, written on another bank entirely, he was apologetic—and flustered. "Say," he said to Mr. Andrus, "put through a rush order for another 25,000, will you?"

"There's plenty of time," assured the salesman, "but I'll have them here a couple of weeks before the others are used up."

The advantages of the plan are so obvious, and the plan itself is so comparatively simple, that it seems strange other salesmen hadn't used it before. Mr. Andrus both thought it out and put it into execution on his own initiative. In fact, he had his first batch of cards printed at his own expense, and while other salesmen were dashing about on wild goose chases or using some make-shift, inadequate system of

(Continued on page 332)



How Remington-Rand Handled a Merger of Seven Branch Offices

By JOHN GARTH

ON MAY 27, 1927, Ray Larter, then Los Angeles district manager for Rand-Kardex, received a telegram announcing that he had been made manager for what was to be a merged office of all the various units of Remington-Rand in Los Angeles. He was told to proceed with merging the various units with all possible haste.

As most everybody knows the various units of Remington-Rand consist of Remington typewriters and billing machines, Dalton adding machines, Rand visible index systems, Kardex visible index systems, Library Bureau filing equipment, Safe cabinets, Powers accounting and tabulating machines, Baker-Vawter and Kala-

mazoo loose leaf and Line-a-time. In all there were seven offices to be merged, seven sales organizations to be unified, seven service and office organizations to be woven into one unit.

Moving into new quarters by the seven organizations which were housed all over the business districts of Los Angeles, meant giving up leases, telephones, office help, and a host of other services which go with every branch office organization. But the physical part of the problem was small compared with the problem of personnel.

In spite of all the obstacles the merged units were in a new building, completely equipped and re-modeled, and shipments and bills going out at nine o'clock

of the morning of June 15, 1927 — just seventeen working days from the receipt of the message authorizing the merger.

Seven sales organizations, seven service and office organizations, and seven branch managers had been welded into one large organization, and Remington-Rand had begun one of the most interesting experiments in modern business. Everybody was asking, "Can they put it over?", "Can they merge all these high powered, highly specialized organizations into a successful and well unified whole?"

As far as Los Angeles is concerned the answer is, as they put it: "Since the merger sales in every department and organization have increased; overhead has



Just seventeen days after orders for the merger of seven branches came in, the Remington-Rand Los Angeles office was functioning as a unified organization, and shipments and bills were going out on a systematic basis.

been reduced 60 per cent, and rent for branch offices has been cut in half."

Going back to the beginning of the experiment, obstacles of every kind were encountered from that day in May when the word came from headquarters that Mr. Larter was to merge the various offices. The salesmen, in many cases, were bitter in their condemnation of the plan. When the new office opened some of the best salesmen of the various units had resigned and walked out in a huff. The entire sales force of the organization totaled forty-nine men when the Remington-Rand combined office opened for business, a loss of almost 50 per cent in sales personnel to begin with.

process of weeding, changing, and allocating the various organizations was begun. An old building which had once been occupied by an automobile painting company, but which had been vacant, on account of its dilapidated condition, was obtained and completely remodeled for show rooms, offices, service and shipping departments, and meeting rooms for salesmen.

As the various salesmen and branch managers began to want to know what was going to happen to them they were told, (1) that no territorial changes, or cuts would be made without the full consent of the salesmen involved; (2) that no money would be advanced unless the salesmen

view meeting to sum up and consider the week's work, and plan the coming week's activity.

On Monday evenings there are educational meetings, not compulsory, while Tuesday and Thursday evenings are devoted to squad meetings of the various divisions such as Remington, Dalton, Library Bureau, etc. These meetings provide a place for the men to air their difficulties, for sales instruction, discussions of contests, quotas, and other business stimulants. The first purpose was to provide a common ground for threshing out the many involved problems which came up from day to day, during the formative period of the merger.

One of the greatest plans so far developed by Remington-Rand in Los Angeles has been the working out of a system for interchanging leads. Right from the first the new organization began receiving complaints from customers that they were being pestered to death by Remington-Rand men. In theory, the merger was supposed to eliminate a lot of duplicated effort; also, it was supposed to provide an opportunity to sell a customer the type of equipment really best suited to his needs, instead of the equipment some salesmen desired to sell him.

A Plan for Handling Leads

It was known that many customers were being sold items from the Kalamazoo line when it would have been better to sell them items from the Baker-Vawter line or vice versa. The company felt that there were times when a customer was sold a billing machine when perhaps he really needed an adding machine. Thus it was hoped that the merger would enable Remington-Rand to serve each customer better than he had been served before by the various units working individually.

Although all prospects had been accustomed to being called on by Dalton men, Remington men, Powers men, Kardex men and all the others, when a customer began receiving calls from these same men, but identified as Remington-Rand men, he began to kick like a steer. One complaint after another to the effect that "Remington-Rand is pestering us to death" was received. The truth was that they were

(Continued on page 330)

After a concern has secured a large public preference for its products, and nation wide distribution, why should it keep on advertising? If its products have merit, can the satisfied customers be trusted to remain satisfied, and to tell their friends about it? Is "word of mouth advertising" entitled to the reputation it now enjoys as a powerful sales builder? These are some of the questions that a number of representative concerns answer in a statement as to "Why We Keep on Advertising" in the March 3 issue.

By January, 1928, the sales organization of the combined organization totaled 76 men, many of whom had been recruited and trained in the few previous months since the new organization really began to function smoothly. In spite of this handicap of lost salesmen, sales have grown steadily in virtually every division.

When word got around that the various offices were to be merged, rumors flew thick and fast. Some of the salesmen who had friends back in the various factories and home offices began pulling strings, or trying to pull them; others wanted to know if their territories would be cut, and if their drawing accounts would be changed; and still others wanted to know everything at once.

The first step was to obtain a complete organization chart of the Los Angeles branch offices involved. From this chart a master chart was made up, and the

earned it—in other words the only place to obtain money was from rendering the customer a service; (3) that every complaint, suggestion and difficulty encountered would be straightened out in open meetings of salesmen. There was to be no politics, appealing to friends, or wire-pulling. Everything was to be threshed out as it came up in meeting.

To make this possible a system of sales and training meetings was evolved as quickly as possible, so that every complaint and ruling, every suggestion and kick could be registered. The meeting system at first glance seems complicated and strenuous, but when it is analyzed it is found to be no more complicated than any other well run sales organization of similar size. First there is a daily general meeting of all salesmen at 8:30 every morning. This meeting is largely to get the men down to the office and encourage them to start work early. On Saturdays there is a weekly re-



Many industrial organizations maintain their company hospitals in just such detached buildings as these belonging to a large coal mining concern

Campaigns that Might Be Launched in Industrial Markets

By R. BIGELOW LOCKWOOD

BABY ALICE was terribly scalded by upsetting a kettle of boiling water which was on the stove in readiness for her bath. Fortunately I had a tube of Burnease in the house and applied it promptly. The burn healed quickly and thanks to Burnease my baby girl will grow to womanhood without a scar."

It was this kind of advertising that put Burnease on the map, and particularly in the medicine cabinets of the Nation. Advertised in the general magazines, in street cars and on billboards, Burnease was fast becoming a universal remedy for burns, scalds, and cuts. General consumer advertising proclaimed its virtues in no uncertain terms, and while excellent for cuts, insect bites, pimples and abrasions, its widespread sale had been built up by laying special stress on its value for healing sunburn and injuries caused by intense heat. Physicians, chary in recommending proprietary preparations as a rule, saw in Burnease a compound of recognized value and in many cases advocated its use. Whereas, depending on the doctor, saline solutions were often prescribed

4. Salving Industrial Injuries

for severe burns, Burnease had won for itself a victory in securing the general approval of the medical profession, particularly as a first-aid remedy.

Perhaps the strongest evidence of medical approval was found in the extent to which Burnease was used in hospital practice, where it was purchased in large quantity containers and kept on hand as "hospital supply." Naturally the Burnease Ointment Company looked upon these bulk sales as profitable business and desired to expand them. Consistent general consumer advertising was pushing more and more 50-cent tubes across the counters of local drug stores, but other ointment companies were becoming aggressive and the time was considered ripe to expand the market, if possible.

This expansion lay in only one direction—toward industry, where injuries were numerous and where a profitable bulk business might be built up. And with this in mind, the makers of Burnease organized a careful industrial survey for the purpose of finding out the proportion of industrial accidents which are constantly occurring

despite the most elaborate safety precautions. Let us glance, for a minute, at some of the findings.

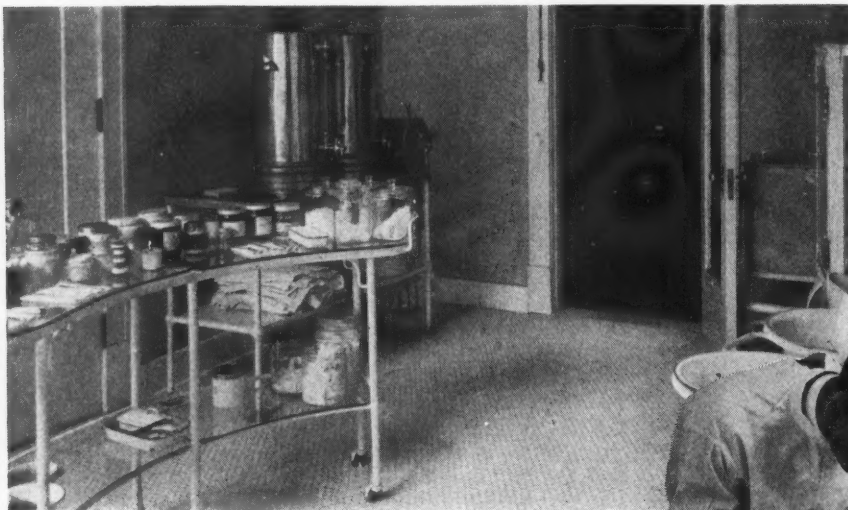
During the year ending June 30, 1925, for example, it was found that in New York State alone the Bureau of Workmen's Compensation made 76,216 closing awards in which compensation was granted to employees who were found to have met with disabilities due to injuries resulting from accidents occurring during the course of, and in connection with, their employment. Among this total were 1,102 deaths, 50 cases of permanent total disability, 16,000 cases of permanent partial disability and 59,064 temporary disability cases.

Distributed among industries these cases ran as follows:

Manufacturing	31,254
Construction	15,632
Transportation and	
Public Utilities.....	13,561
Trade	6,759
Clerical and personal	
service	7,030
Mining and quarrying...	762
Agriculture	518
Other	700

76,216

Burnease also classified the



(Left) Industry does guard the health of its wage-earners. A section of the extensive hygiene department at the plant of the National Cash Register Company at Dayton, Ohio. (Below) Emergency hospital treatment for factory workers can prevent needless suffering and effect substantial savings both for the company and the worker.



nature of these inquiries and found that 14,162 cases were bruises, contusions and abrasions; 3,970 cases were burns and scalds, and 27,245 cases were cuts, punctures and lacerations. The remainder of the list was not of special value as applied to the market for Burnease, consisting as it did of dislocations, fractures, etc.

And this was merely one single state in the Union. Furthermore, the list represented only cases for which compensation was paid and did not take into account the many thousands of more or less trivial accidents after which workmen stayed on the job. Pursuing this same line of investigation, by a country-wide analysis, the final total was staggering. Spread out before the executives of the Burnease Ointment Company, there now lay a table of injuries, by industries and classification, that gave a bird's-eye view of the possibilities for their product as applied to the particular injuries for which it was the best suited.

Burnease did not stop here. It wanted to be sure of its ground, and continued its investigation into specific industries in the search for accident data. To give the complete result of this work would consume too much space, but we can list a few of the high spots to indicate the nature of the investigation.

Thus, for example, the comparatively small coke-oven classification of industry yielded approximately 2,000 injuries in one year. Many more, of course, are not listed in the available data. In metal mines, during 1925, there occurred 35,132 non-fatal injuries, this figure not including accidents from which the injured employee recovered in time to return to

work on the day following the accident. In 59 coal mines there were 3,510 temporary injuries reported in a single year, this number being only a fraction of the accident cases that occurred in the 5,000 mines each producing 10,000 tons or more annually. And the more deeply the figures were analyzed, the more vivid became the picture. Burnease found that accidents lasting more than a fraction of a day in the mines of the United States are yearly responsible for the loss of not less than 3,500,000 days by approximately 230,000 employees.

It was from studies like these, conducted through industry in general, that the Burnease Ointment Company felt the pulse of the great industrial market and visualized the possibilities for the use of its product in the treatment of a fair proportion of all accidents.

Out of these studies another significant fact was developed.

Most large industrial organizations have well equipped emergency hospitals attached to their plants where accident cases are

treated. Out of the 5,000 coal mines mentioned above, 2,500 own and operate such hospitals. These industrial hospitals, scattered throughout industry, vary in size from small receiving rooms with a nurse in charge and a neighborhood doctor within call, to elaborate suites of offices and rooms, often housed in a separate hospital building, and staffed with regular company physicians and nurses in constant attendance. Not only do such hospitals handle emergency cases, ranging from a cut finger to the most serious burns and mutilations, but many of them treat physical ailments. Baking ovens limber up stiff joints and lame backs, while throat infections, colds and sore eyes receive proper medical attention—for industry appreciates the economic value of keeping workmen on the job and looks upon organized medical attention as a necessary phase of modern, efficient operation. The writer has personally visited many of these large company hospitals and has rarely found them idle. An

(Continued on page 323)

Plough Chemical Company salesmen were driving past as much business as they were getting—then they were taught how to work the towns and villages off the beaten path. Now the company's products have distribution second to none in the territory in which they are sold.

A Nineteen Year Old Boy Builds a Four Million Dollar Business

By EUGENE WHITMORE

ONE of the salesmen of the Plough Chemical Company had assured the sales manager that every dealer in his territory had been visited. "Yes, sir, Mr. McCullough," he said, "I have called on every store in my territory and there simply isn't any more business in any of the counties I work."

Mr. McCullough, the sales manager, was doubtful. He consulted the company's county records and found names of many stores that were not buying Plough products. So he went into the territory with the salesman.

The first day out Mr. McCullough and the salesman called on seven dealers. Seven quantity shipments was the day's record of sales. All those seven stores were on dirt roads, away from the main highways, and very much off the beaten paths. None of the stores had ever been visited by a Plough salesman, nor had they ever heard of Black and White products, the line sold by Plough.

No Towns Too Small to Cover

THIS salesman's territory consisted of about twenty-five counties. In less than four months 281 new accounts were opened in these twenty-five counties, after the salesman had seen seven orders taken in one day, in a territory where he thought every possible dealer had been sold.

All over the country Plough salesmen are duplicating this new account record because the company has installed a very complete county analysis system which shows every store, no matter how small, or how far from the main traveled highways. In-

land towns, miles from the nearest railway station, are covered regularly by Plough salesmen, although competitive salesmen sniff their noses at working such towns. From stores on country roads, from small towns and villages, and from out of the way places in city shopping neighborhoods, Plough men obtain a goodly percentage of their total sales of nearly four million dollars annually.

Organized in 1914 on \$125 borrowed capital, the Plough Chemical Company started on about as small a scale as it is possible for a business to start. During the first year Abe Plough, the founder and president of the company, sold virtually all of the company output, which totalled around \$25,000.

Competition No Hindrance

TODAY the company is investing a million dollars a year in advertising, employs seventy salesmen, and is operating in several buildings in various parts of Memphis. Plans are being drawn now for a large factory and office building which will accommodate all the company's activities, including a large private printing plant.

Sales in 1926 were more than three million, and in 1927 sales totalled better than \$3,750,000. This business has been obtained in spite of vigorous competition in a line where there seems to be more than an ordinary number of brands. The Black and White line is popular priced and consists of cosmetics of all kinds. Another department of the business produces family medicines. In this line is a ten cent box of aspirin. All over the country you see St.

Joseph Aspirin in grocery stores, filling stations, cigar stores, general stores and a dozen others in addition to drug stores. More than 10,000,000 boxes of St. Joseph's Aspirin were sold in 1927.

Back of this growth and large volume is, as may be imagined, a high quality line of products, sold at popular prices. Mr. Plough has given written instructions to all purchasing officials of the company to buy the best ingredients on the market. "Raise the price if necessary, but never cheapen the product," is the gist of his instructions to buyers and production officials.

But in Mr. Plough's opinion a quality product is not enough. The sales policy must be right before even a high quality line will sell. In the opinion of the Plough officials the only kind of a sales policy that is right is a sales plan that moves the merchandise off the dealer's shelves. And that is exactly what the Plough sales plan does.

The Proof of the Pudding

WHEN a salesman takes an order for Plough products he receives no commission credit on the order unless it is accompanied by a mailing list of the dealer's customers. If the salesman writes on the report blank accompanying the order, "Dealer will send mailing list," the commission is held up until the mailing list arrives. At first glance this may appear to be a "hard-boiled" ruling, but the company knows from experience that the dealer may neglect to send in the mailing list, and if he does, the goods will not move rapidly enough to enable the salesman to

obtain a repeat order on his next trip.

When the mailing lists are received they are immediately turned over to the advertising department which mails out a series of booklets and letters, all imprinted with the dealer's name and address. This mailing will invariably start the goods moving, and prove to the dealer that the salesman's claim of fast-moving merchandise was not just another sample of salesman's optimistic claims for his line.

In addition to the extensive direct mail campaigns which are going out every day in the year, the company uses newspaper space eleven months a year in a long list of newspapers in every territory where the Plough line is distributed.

A supply of wrapping paper is sent the dealer with each order. The wrapping paper carries advertising for the Plough line. "We do not consider the advertising value of this wrapping paper to the consumer, but we know from experience that it helps remind the dealer's clerks to push our line," explained Mr. McCullough.

Window displays, counter displays, and other store advertising material is shipped with each order. The Plough salesmen do not install window displays.

The Plough sales plan calls for a visit to every dealer at least four times a year. Many other companies in similar lines do not require their salesmen to make regular visits to the trade. They leave everything up to the salesman's own judgment, whims, or methods. Other companies feel that once a year is all that it is necessary to call on small dealers. But the Plough plan requires regular calls, on *every* dealer. Nothing, except his own plan of presenting the Plough proposition, is left to the salesman's own judgment.

Assuring Profit and Turnover

WHEN a salesman goes into a territory, he is given a route list on one county. Lists of every dealer in the county are included, and the salesman must report on every one of these dealers before he starts working another county. Several employees in the sales department devote their entire time to checking and maintaining these county lists and sales records. Before

this system was installed, the salesmen, or at least the majority of them, were driving past as much business as they were getting. There are dozens of stores, in all parts of every salesman's territory, which may seem, at first glance, too small to warrant a call.

But the Plough company has found thousands of these small stores to be excellent outlets for the complete line. They are good pay, and dispose of unbelievably large quantities of Plough merchandise.

In all the relations with dealers, the Plough idea seems to be one of putting the dealer's interests first. When a new dealer is established, of course no one can tell which of the many Plough products will prove to be the best seller. Nor can any one, the salesman, the dealer, or the company, determine in advance which of the Plough items will move too slowly to be profitable. To take the element of chance out of buying, the Plough company has developed a system of exchanging slow sellers for fast sellers, so that every item in the Plough line in a dealer's stock is a fast moving item, one on which the dealer is assured a fair profit and a rapid turnover.

"Tried and True"

ONE of the reasons for the company's success may be found in the policy of sticking to one idea, working it for all it is worth, and holding the organization together. E. A. McCullough was the company's first salesman. He joined the organization in 1917 and is now sales manager. He hired the salesmen and introduced the line in virtually every new territory the company has opened up. J. C. Ozier, secretary, treasurer, and chief chemist, joined the organization in 1914; P. J. Oehmes, collection manager, has been with the company for ten years; W. J. Fulton has been credit manager for three years, and W. I. Fay, now assistant sales manager and formerly a salesman, came with the company in 1924.

For an organization only thirteen years old this record of employment is unusual. And another point is that the advertising agency, which prepared the first regular advertising schedule in 1917, is still the company's only agency. It seems that employees are more than loyal to Abe

Plough, the founder. Mr. Plough is but thirty-two years old, having established the Plough Chemical Company when he was nineteen.

For a while the company sold stock to dealers, but that feature of the business is not stressed today as the company has more capital than it really needs to carry on the business. A financial statement recently prepared by a firm of public accountants shows assets of \$29 for every dollar of liabilities. A large amount of cash is invested in "twenty-minute" securities, as it is not needed in the operation of the business.

Thirteen Years "Young"

IT WOULD be difficult to put a finger on the outstanding reason for the company's unusual progress. One man might point to Abe Plough's energy and personality, another to the company's consistent and well dovetailed plan of advertising to reach every possible prospect, another might point to the quality of the products, coupled with the popular prices of the line, and yet another might give the intensive sales plan credit for the company's rapid increase in sales. Perhaps the surest diagnosis of the company's success would be to say that all these various plans, knitted together in a systematic general plan of operation, have been responsible for the company's rise to the second largest advertiser, and one of the largest firms in the South.

At any rate, the fact remains that this company, once the smallest of its kind in the world, has in thirteen years grown to an outstanding position in its industry, having a distribution second to none in the territories covered by its salesmen.

McComb Heads M. & A. Association

J. M. McCOMB, vice president of the Crucible Steel Company of America, with headquarters in New York, was elected president of the Motor and Accessory Manufacturers Association at a recent meeting of the board of directors. Mr. McComb has been a member of the board for seven years, and for the past three has been assistant treasurer and secretary of the association.



Not bootleg liquor, or potatoes, or a new crop of nuts, but 125,000 special catalogs ready for shipment. What happened when the Crouse-Hinds Company made a small improvement in the product and built a new sales plan around it.

Direct Mail and Business Papers Put Condulets over with a Bang

NOT long ago the Crouse-Hinds Company, of Syracuse, New York, launched a campaign on its new line of electric conduit installations, referred to under the trade name of Condulets. The basis of the campaign in this instance was nothing more or less than a new method of fastening the cover onto the Condulet opening—a wedge nut fastener with a single screw in place of two screws engaging with lugs or projections on the inside.

The whole thing involved little or no change in the design or structure of the product itself. Superficially it represented just the sort of minor "improvement" that crops up every now and then in any concern with an active engineering staff. Plenty of concerns have in their vaults whole sheafs of patents covering devices of this general character, some of which do not even get into commercial production, for the simple reason that nobody recognizes enough commercial value in them to be worth the effort.

In the present instance, the company's sales manager, F. W. Clary, says that he had no adequate idea of the sales possibilities in the thing until he began to work out a campaign on it. Then the possibilities began to manifest themselves quite rapidly. The campaign assumed proportions which were quite beyond the original expectations, and the results in many instances were quite beyond the estimates. The company planned, for example, to distribute some 2,000 samples, and before the campaign was over more than 20,000 were required to meet the demand that was developed.

From a relatively small beginning the plan of campaign grew, as a matter of fact, until it included: an issue of 125,000 special catalogs, 32 pages and cover; a series of six broadsides; a double-spread and seven full pages in color in a list of 20 industrial publications; wall hangers illustrating the full line; a complete window-display set up; 20,000 practicable samples, packed in a special

box with screw driver; salesmen's portfolios; and special sample cases for company salesmen, sold to jobbers' salesmen at ten dollars, which was less than cost. The whole campaign was demonstrated and formally launched at a special sales convention, staged at Syracuse.

The results may be summed up in the fact that the campaign definitely established a new line of the company's products in the jobbers' stocks. Condulets are carried by electrical supply dealers generally, and large industrial concerns also maintain more or less of a stock as consumers. But the company sells only through electrical supply jobbers. Company salesmen call upon dealers, contractors, engineering firms, etc., including large users, but do not solicit orders. If an order is offered, the buyer is referred to the jobber. The object of the campaign was to build up a sufficient demand for the new line to warrant the jobbers in stocking it, and in this it was successful.

(Continued on page 342)

How Oh Henry! Crashed Salt Lake City

By G. E. PELTON

SALT LAKE CITY is an exceedingly strong local market in the candy business. Three or four candy plants of million-dollar size are located there. Consequently outside candy manufacturers have, for the most part, been fearful of invading the heart of their domain, and those who have tried to have received only a stiff financial wallop for their pains.

The Williamson Candy Company, manufacturer of Oh Henry! and Copy bars, surveyed this situation very carefully, and then determined to crack this market or know the reason why. It was one big area in the company's national distribution map that had no tack in it.

Shortly after January 1 H. O. Diedrichs, the western sales manager, and Russell Cobb, one of his best salesmen, took the train for Salt Lake City, arriving there on January 6. As much as possible of the campaign had been planned out in advance, including advertising copy, but by far the biggest part of the job was up to Messrs. Diedrichs and Cobb.

The first thing they did was to make a thorough sweep of the retailers. Oh Henry! was comparatively unknown to most of them, but by the hardest kind of work, and by citing facts and figures on their success in breaking into other markets previously considered invulnerable, they convinced the dealers that here was a band wagon they might well board.

With the retailers' backing partly assured, the jobbers fell in

line with comparatively little effort. One carload of Oh Henry! was on hand and distribution was arranged on a 50-50 basis. That is, one bar of candy in the jobber's warehouse for every bar on the retailer's counter. The Williamson men insisted on this ratio as they were not going to take any chances of a campaign falling through at a crucial point from lack of merchandise.

On Monday their teaser newspaper advertising started. It ran continuously for four days. It was typical Oh Henry! teaser copy of the kind that played such a part in the original success of the bar. One teaser advertisement showed a man looking through opera glasses and exclaiming, "Oh, look, I see Oh Henry! coming." Another showed the shoe and lower pants leg of a man just going around a corner and the wording, "Oh Henry!"

"Sweet-Toothed" Theater Goers

ARRANGEMENTS had been made with one of the leading theaters to tie up with the Oh Henry! campaign. The theater man had enough political influence to arrange with the governor, mayor, and several other notables to attend his theater on Friday evening. Boxes were reserved for them and the fact that they would be there was widely advertised.

Then this theater man threw his own teaser campaign into the newspapers. His advertisements would run: "Oh Henry! will be at this theater Friday"; "Come and meet Oh Henry! next Friday"; "Oh Henry! will be here in person," and so on. By this time public curiosity had been thoroughly aroused. Diedrichs and Cobb sensed the situation and sent another wire to Chicago for a second carload. Dealers who had put in small stocks ordered more and those who had neglected to stock any of the candy put in frantic calls. The second carload had no more than reached the siding before cases were being loaded onto trucks. Another wire was sent demanding a third carload by fast freight.

The teaser campaign broke on Friday. The lobby of the theater was specially decorated for the occasion. The local light and power company furnished floor lamps to which were attached their price tags. A furniture house took care of the tables, and a

decorating concern completed the picture. Every patron of the theater was given a free sample of Oh Henry! including, of course, the governor and other notables. These notables, incidentally, received their samples in their boxes and with the samples were specially engraved letters with their names on them. The house was a sell-out.

The entire city seemed to have been waiting for the "break" of the campaign on Friday. Retailers' stocks vanished almost at once and the jobbers were besieged for deliveries. The campaign had already gone over far beyond the expectations of the home office. Their fondest hope was that they would be able to dispose of one carload the first month. As a matter of fact, they sold no less than five carloads in 30 days.

A. W. Morrison Joins McGraw-Hill

A. W. MORRISON, formerly sales manager of the Kraft Milk Products Company, Chicago, a subsidiary of the Kraft Cheese Company, has been appointed sales promotion manager, circulation department, of the McGraw-Hill Publishing Company, New York City. Previous to his connection with the Kraft company, Mr. Morrison was director of sales and advertising, Whole Grain Wheat Company, and later president of Natural Sweets, Inc., Chicago. He brings to McGraw-Hill many valuable years of experience as a sales and advertising executive.

On page 200 of the February 4 issue of SALES MANAGEMENT, the signature to the article entitled "Encouragement for Mr. Bates' Shoe Manufacturer," should have read L. D. Conwell instead of L. D. Cornell, as printed. Mr. Conwell is manager of the promotion department of the Chicago *Daily News*.

The Carolina Rubber Company, Salisbury, North Carolina, manufacturer of pneumatic automobile tires, has appointed The E. G. Stellings Company, Inc., as its advertising agent. A newspaper campaign to consumers in eleven southern states with direct mail to dealers is now being planned.

Kind of Copy Retailers Want— or the Kind Manufacturers Want Them to Have?

By H. G. DAVIS

The Kroehler Company, Chicago

LOOK at the proof sheets of the advertisements you are asking your retailers to use over their names. Step aside from your position as a manufacturer or distributor. Study those advertisements. If you were a dealer, would you use those advertisements in your newspaper to help you get more business? Remember you are paying the bill—it is not a 50-50 deal but a straight retail proposition. Think it over!

A friend of mine, who has one of the best retail furniture stores in this country, showed me a proof sheet of advertisements prepared by a manufacturer. What was there? Those neatly arranged, beautifully-set advertisements were boiled down editions of the manufacturer's national magazine advertising, with the name of the product in large letters and a small space for the dealer's name.

"They're pretty ads!" my dealer friend grinned. "But they don't have the here-it-is, come-and-get-it urge that we have to put into our retail advertising. There's more to retail advertising than some of these manufacturers admit or realize."

If you don't believe this, go to one of your good accounts and

Only **\$10** Down Deliver Any Suite

Our Greatest Living Room Furniture Sale Featuring

KROEHLER

See the NEW STYLES on Our Floors

Year **12** Month on Balance

Living Room Suites

Fine KROEHLER Furniture at Special Sale Prices

How and old friends are glad the seasonal values in Kroehler Living Room Furniture during this great sale. At this new price of down payment bed and living room coffee the quantity price for this week only. Every piece has the famous Kroehler reputation — your assurance that only the highest quality materials are used throughout. Come in tomorrow and make your selection while our assortment is complete.

Three \$000 Pieces

Fig. 128

Fig. 129

Distinctive Davenport Bed Suite \$000

A superb design featuring a bed room in lounge which will add to the beauty of any home at a price that seems a big saving.

Carved Frame Living Room Suite—Mohair—Reversible Cushions

A limited number of these Kroehler Living Room Suites in mohair at \$000. Carved base and top rail finished in mahogany. All these pieces tailored in tangle mohair, with reversible cushions in damask.

Fig. 125

Fig. 131

Rich Combination of Mohair and Frieze \$000

Designed to attract the modern and those from the Kroehler Living Room Suite in one of our most distinctive designs. It is priced accordingly low for our Kroehler sale.

See This Davenport Bed Suite in Jacquard Velour \$000

A limited number of these Kroehler Davenport Bed Suites in velour at \$000. Carved base and top rail finished in mahogany. All these pieces tailored in tangle mohair, with reversible cushions in damask.

Fig. 130

Fig. 132

Carved Frame Davenport Bed Suite in Mohair \$000

Don't miss this value — Kroehler Davenport, with a completely concealed, full-size double bed and two wonderfully comfortable chairs in mohair, with reversible cushions in damask. A special value for this week only.

Just Five Suites Like This One \$000

See this Carved Frame Davenport Bed Suite in mohair at \$000. Carved base and top rail finished in mahogany. All these pieces tailored in tangle mohair, with reversible cushions in damask.

Fig. 133

Fig. 134

Living Room Suite in Jacquard Velour \$000

Your choice of davenport and either chair for the reasonably low price of \$000. Have the distinctive lines of this suite, and the beautiful mahogany finished carved frame. A big value which will not last long.

Living Room Suite in Jacquard Velour \$000

Your choice of davenport and either chair for the reasonably low price of \$000. Have the distinctive lines of this suite, and the beautiful mahogany finished carved frame. A big value which will not last long.

Fig. 135

Fig. 136

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Fig. 137

Fig. 138

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Fig. 139

Fig. 140

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Fig. 141

Fig. 142

Living Room Suite in Jacquard Velour \$000

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Fig. 143

Fig. 144

Living Room Suite in Jacquard Velour \$000

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Fig. 145

Fig. 146

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Fig. 147

Fig. 148

Living Room Suite in Jacquard Velour \$000

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Living Room Suite in Jacquard Velour \$000

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Fig. 149

Fig. 150

Living Room Suite in Jacquard Velour \$000

Your choice of davenport and either chair for the reasonably low price of \$000. Have the distinctive lines of this suite, and the beautiful mahogany finished carved frame. A big value which will not last long.

Living Room Suite in Jacquard Velour \$000

Your choice of davenport and either chair for the reasonably low price of \$000. Have the distinctive lines of this suite, and the beautiful mahogany finished carved frame. A big value which will not

Stay a week in the advertising office of one of your dealers and help him plan his advertising. Then you will have a better idea of the kind of advertising he can use to help him sell your goods.

right on the job, prepare retail advertisements that will sell your own merchandise for the dealer in a greater volume than he ever sold it before. Try it! If you use the dealer advertising you now have and it gets the business profitably, then you are on the right track.

Stay a week — not a day or a few hours, but a week — in the advertising office of one of your dealers and help him plan his newspaper and circular advertising, use of the direct-mail pieces furnished by manufacturers, floor arrangement and window displays. Then you will have an idea of the kind of advertising he can use to *help him sell your goods.*

You will find that many manufacturers' proof sheets of retail advertisements were prepared not for the retailer but to appeal to the executives of the manufacturing company. They visualize hundreds, perhaps thousands, of their dealers ordering mats, inserting "name at the bottom" of the advertisements and using those advertisements just as they appear on the proof sheet.

Suppose the dealer does that. Where does he come into the picture? What immediate bankable return is the dealer going to obtain from those advertisements?

After all, the purpose of the retailer's newspaper advertising is to bring customers to his store to buy. The manufacturer's advertising—in magazines or newspapers—should build prestige and consumer acceptance for the merchandise. The retailer, when paying the entire cost of his space,

wants that advertising expenditure to bring him the greatest possible volume of business, to bring buyers to his store the same day or the day following the advertisement.

How else can the retailer gauge whether or not the product is profitable for him to advertise except by the volume of business and the profits he makes on the line?

At one time the Kroehler Manufacturing Company supplied its dealers with "pretty" newspaper advertisements. A large illustration in pen and ink was used at the top; then came the copy which was a shorter version of the national advertising copy, followed by "Kroehler Living Room Furniture" or "Davenport Beds" in large type with a space for the retailer's name. The advertisements looked mighty well, too, and many retailers used them.

But when the immediate results of running one of these beautiful advertisements was checked up by a retailer, he found he had sold only a few Kroehler davenport beds or living room suites, or none at all.

Not "Pretty" But Effective

THIS type of copy was used in the smaller towns, seldom by the merchant in a town of 75,000 population and over.

Once we tried to hold a Kroehler Week for a dealer with this usual type of a manufacturer's idea-of-what-his-dealers-should-use advertisements. Once was enough. Right in the middle of the week, we tossed the "canned copy" aside and wrote a retail advertisement, playing up the store, telling about the merchandise on that dealer's floor, and using straight selling copy. That advertisement was the only thing that saved our reputation.

In the retail advertising service the Kroehler Manufacturing Company supplies its dealers, the copy is strictly retail advertising. A few changes in descriptions of the different davenport bed suites, living room suites or chairs, the addition of prices, and the dealer soon has ready an advertisement which will bring customers to his store.

It is not "pretty" advertising—neither is most retail advertising. It does not reproduce the copy used in our national advertising but—it does sell Kroehler furniture for our dealers and quite

often sell that furniture in a greater volume than the dealer ever sold before.

"Enclosed you will find copies of our ads run during our Kroehler Week," says a letter received from one of our dealers the day this article was being written. "Our week was very successful, selling in all about 33 suites. Since you have always been so prompt about sending advertising material I thought you might be interested in knowing we get results. Every suite in our last Kroehler car has been disposed of and we are awaiting your salesman to select another car."

Stepping Ahead of Competition

UNLESS the writer preparing retail advertising for a manufacturer's advertising service has had retail experience there are two ways of learning the type of advertising the retailer uses. One way is to subscribe to a clipping service and obtain retail advertisements from every section of the country. The other is to take a retailer's stock of your merchandise and sell it in a day's or a week's sale. By combining the two plans, adding ideas that prove worthwhile, dropping those that will not get business for the dealer, gradually there is developed a plan of advertising service the retailer will use. Not only will he use it but he will ask for it and devote more space to featuring your products.

One month we sent to our dealers two selling plans requiring full pages and two-thirds pages devoted to Kroehler furniture and along with these there was a 680-line advertisement of the type formerly sent to our dealers. Only one dealer, he was in a town of 1,500 population, ordered the smaller advertisement while more than one hundred Kroehler retailers used one of the two selling plans requiring the use of a total of more than two pages of newspaper space devoted to Kroehler furniture by each dealer. Since that time many other dealers have used these same series of advertisements but not another dealer has asked for the 680-line advertisement which was similar in appearance to one of our national advertisements.

One day a dealer came into the office and his first words were, "The train did it." He had a smile that spread over his face. I could not place him for the moment

until he said, "Remember those advertising mats you gave me?"

Then I recalled that about six weeks before he had asked for a layout for a page advertisement and we had given him one of our series of advertisements which has a "train heading" showing a train load of Kroehler furniture.

It seems that a competitor of this retailer had held a sale conducted by a professional sales organization which secures its fee on the volume of business done by the store during the sale. Usually these sales are successful in moving a large volume of merchandise for the dealer holding the sale, and also in killing business for competitors during the sale.

The Kroehler dealer, however, came out with our retail advertisements the same day that his competitor started his sale, and obtained a greater volume of business on our furniture than he had ever done before. So he came to tell us that "the train did it."

"Your mat service," writes another Kroehler retailer, "and the assistance of your advertising department, help us materially in making an effective ad which has the real pulling power. We appreciate your assistance in cooperating with our advertising department and we feel that the real success of our Kroehler Week is due to proper advertising."

\$67.50 Brings \$6,500

"WE SOLD 26 suites during Kroehler Week for \$6,500 at a total newspaper advertising space cost of \$67.50. As you see, this was very profitable advertising."

An analysis of furniture store advertising costs in a middle western state shows that those stores were spending from 6 to 7 per cent for advertising. Here is a "special week" where space cost was slightly more than 1 per cent. That dealer has reason to be satisfied.

Some years ago, when we were in another industry, we went to the dealers served by one branch house of the company, with a different type of newspaper advertising from what they had been receiving. Retail selling urge was added to the copy, a sales plan was included, and the campaign backed by the enthusiastic selling efforts of the retailers. On

(Continued on page 328)



J. A. Folger & Co.
Howard at Spear
San Francisco
DAVENPORT 234

January 5, 1928

Mr. R. W. Madison,
National Advertising Manager,
San Francisco "Examiner",
San Francisco, Calif.

Dear Sir:

At the beginning of 1927 we decided to concentrate our newspaper advertising for San Francisco entirely in the "Examiner"

Our sales of FOLGER'S Coffee through retail channels in San Francisco for the twelve months ending December 31st, 1927, show a 61% gain over the previous year, which, in these days of extreme competition is really a startling gain.

We believe in placing credit where it is due, and wanted you to know that in our opinion the results obtained by us during the past year are in large measure attributable to the advertising power of your paper.

We might add that our gain in sales of FOLGER'S Coffee throughout entire Northern California have also shown a most satisfactory increase, and the large coverage of the "Examiner" over this portion of the State was one of the reasons for its selection by us for exclusive use during the past year.

Very truly yours,

J. A. FOLGER & COMPANY,

By:

J. A. Folger
Vice-President.

In San Francisco — **Folger's increased coffee sales 61%**

*and the Examiner (morning)
was the only paper used!*

Previous to 1927 J. A. Folger & Company confined its advertising to the evening field in San Francisco, using all three evening mediums.

During 1927 the company changed its advertising to the morning field, concentrating exclusively in the San Francisco Examiner.

Not only did The Examiner alone maintain the sales schedule set by three evening competitors, but it increased business over the previous year by 61%.

Sum these facts up for yourself, and apply them to your sales problem in San Francisco and the surrounding territory.

publishers statement to A. B. C. Sept. 30

Daily 186,372

Sunday 360,764



The Ladapak idea is saving another poorly merchandised product from the spoilage of the price cutters. And it is giving promise of opening some lucrative new markets for an article whose markets have been regarded as more or less constant.

The Homely Old Stepladder Gets a Package and a Brand Name

By BRUCE CROWELL

IN LINE with the increasing trend toward packaged merchandise, the Dierks Lumber & Coal Company of Kansas City, Missouri, has just introduced a packaged stepladder. The new product is called "Ladapak."

Ladapak is a stepladder sold "knocked down," in package form. The parts of the product are so constructed that the ladder can be assembled in a few moments' time by anyone. Ladapak is made in all sizes, from a small stepstool three feet high, to a full grown ladder of twelve feet.

For many years the common stepladder has been a more or less standardized article. Little constructive sales effort went into the sale of ladders, and the market has been badly demoralized by price cutting. Heretofore the product of one manufacturer differed only in minor details from the product of his competitors.

The new method of packing has created a number of additional selling points for ladders, the first and most obvious of which is the added convenience in storing and shipping. In the average place of

business space is at a premium. The set-up ladder requires a great deal of room, and is an awkward thing to handle. With Ladapak

The homely product which has neither luxury nor style appeal, but is sold entirely as a utility, is almost always a target for price cutters. Profits on such items often diminish to practically nothing. That there are methods for meeting this problem and putting an entirely new merchandising interest into the goods, is demonstrated by the plan this concern is putting into operation built around one of the "Cinderella" products in the lumber business.

it is estimated that only one-fifth of the space formerly required for storage, will be used. In the shipping of set-up ladders, the problem of breakage is an important consideration; susceptibility to damage in transit is now entirely eliminated.

Another point lies in the fact that the new stepladder is kept thoroughly clean until its delivery to the customer. In many retail establishments when a stepladder is needed it is taken from stock, used, and then returned to stock. When it finally reaches the customer, it is covered with dust and marred by finger and foot prints.

Ladapak has been designed as a quality product. It was constructed by an engineer to afford maximum strength with minimum weight; it is made from a superior quality of soft pine, scientifically kiln-dried. It is built of first class hardware, and is smoothly sanded so it will not splinter. Rigidity is insured by bolted construction throughout, and bearing surface at the side rails is provided through beveled

(Continued on page 346)

The longest *station to station* call within the U.S. now costs only \$10



An Advertisement for Bell Long Distance Telephone Service

THE longest telephone call you can make within the U. S. is from Eastport, Maine, to the town of Bay, California. Under the new rates, the station to station day charge for this call is now only \$10.

More than ever you will now be surprised how little long distance calls cost. Business more and more is using the long distance telephone to save trips, buy and sell goods, make appointments and collections, get important things done on time.

A New York company made 14 long distance calls to department stores in 13 cities and sold \$37,320 worth of specialties,

"all of the transactions having been started and completed by Long Distance at a very nominal cost." A firm of Toledo brokers in one year sold \$5,000,000 worth of produce by long distance calls. "Seventy-five per cent of our bean business is done over the telephone. . . . We can get in closer touch with the buyer and understand conditions at his end of the line." In eight months, a tire concern sold \$3,180,000 worth of tires by telephone at a sales cost of 2%.

What far-away calls could you profitably make, now? Just ask for the long distance operator and place your call by number . . . it takes less time. . . . *Number, please?*



Training Salesmen to Buck the “Business Conditions” Objection

ABOUT this time every year there are a few people charged with the duty of buying supplies for stores, offices, factories, shops and homes who hold off the purchase of necessary goods purely as a matter of principle. They have formed the habit of using as their stock excuse to salesmen that they are waiting for business to improve. They say they are uncertain of the future. This type of prospect was discussed in an article in the preceding issue of **SALES MANAGEMENT** and was characterized as one of the most important factors retarding the very improvement of business they are awaiting.

This year, however, in view of the fact that everyone is not acquainted with the figures which prove that business during a presidential year has always been about the same as during any other year, there are probably more of these hesitant buyers than usual. It was to assist companies whose salesmen were forever meeting the "business conditions" objection that SALES MANAGEMENT solicited the opinions of a number of leading companies on the subject of how salesmen may be trained either to forestall the objection or to overcome it.

For more than seventy-five answers received, it is apparent

that the methods being used by these representative companies may be grouped into three general classifications. Members of the first supply their salesmen with facts and figures relating to actual business conditions in their respective territories, fortifying them with sales ammunition which enables them to point out to hesitant customers the fact that the situation really isn't as unpromising as they had supposed.

Proving the Need for Buying

The second method is to furnish salesmen with specific answers to the objection, not from the standpoint of proving that basic business conditions warrant buying, but to show the need for buying in spite of conditions. The third group is composed of companies who believe in training their salesmen so thoroughly in the rudiments of their business that the "business conditions" objection becomes the same as any other objection, to be answered naturally by the salesman out of his general fund of knowledge and without any particular emphasis being laid upon it.

The attitude taken by those companies which do make a practice of keeping their salesmen posted on business conditions in formation is typified by the experience of Rice-Stix, manufacturing wholesalers of St. Louis. "Unless a salesman knows and can talk intelligently about what business leaders are saying regarding the prospects for 1928 and about the factors on which their optimism is based, he may find himself up against a blank wall," stated Sidney Carter, advertising manager of the company, in explaining how its salesmen meet the objections of buyers who hold off orders waiting for business to improve.

"Not only must a salesman be able to talk intelligently about business conditions, but he must



It Costs You Nothing to Ask About

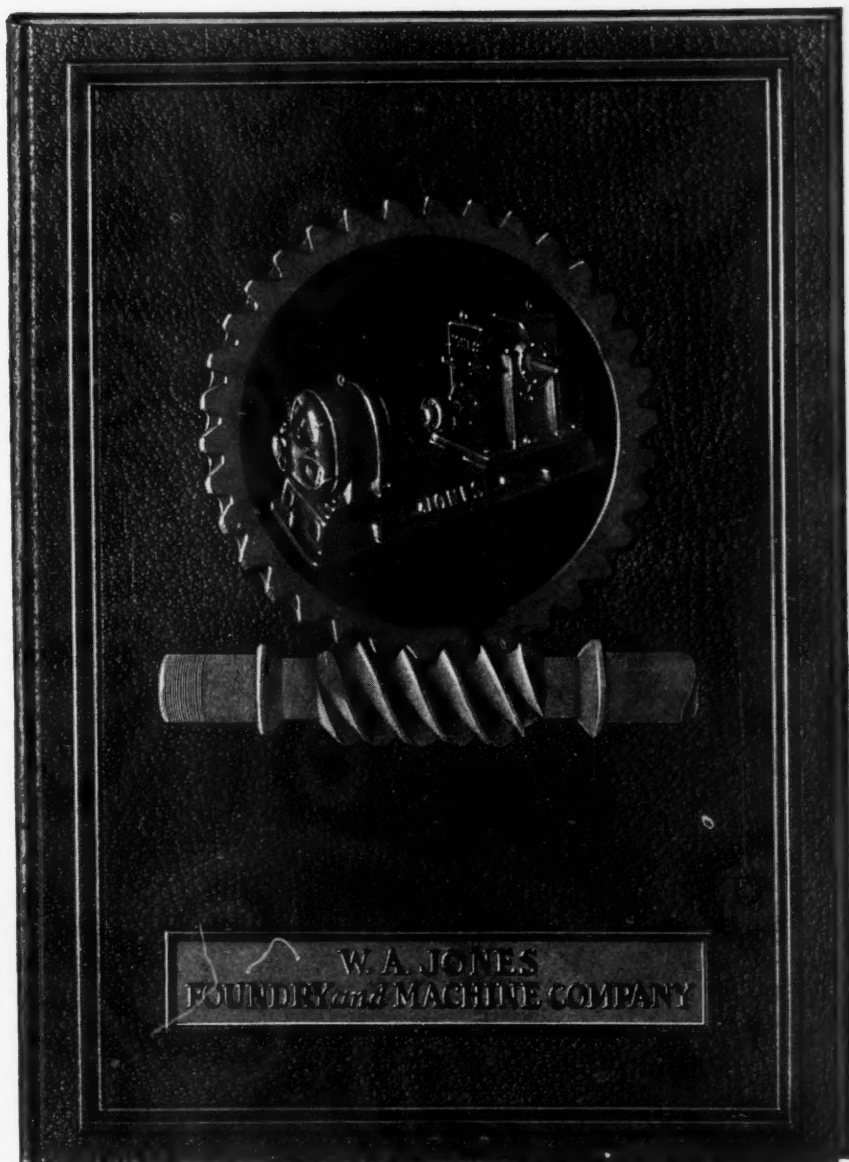
MOLLOY MADE COVERS

ASKING is the easiest way to find out how Molloy Made Covers will fit in with the plans you are making for your book. It doesn't make any difference what kind of a book you are working on. The main thing is that you want it to be read, referred to, kept at hand—to make a good impression when it arrives—to maintain that good impression through its appointed term of service.

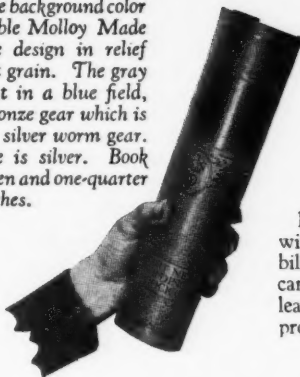
Ask us about it! Tell us in detail about its size, makeup and purpose—the number of pages and the size of the edition. Perhaps you've considered a Molloy Made Cover as being out of the question—let us submit our suggestions before you close your mind.

Molloy Made Covers can be made in any size or style—in any quantity—in any combination of colors—in practically any leather grain. Their base is the finest quality of artificial leather—equal to leather in appearance and superior in wearing quality.

A request on your letterhead will bring the new Molloy booklet, attractively presenting the complete story of Molloy Made Covers. It should be in your reference files.



Deep blue is the background color of this semi-flexible Molloy Made Cover, with the design in relief against a Levant grain. The gray motor stands out in a blue field, framed in the bronze gear which is meshed with the silver worm gear. The name plate is silver. Book size, eight by eleven and one-quarter inches.



MOCOTAN

Results never possible before are achieved with this newest Molloy product. Full flexibility without board backing; no raveling edges; can be wire stitched to the inside pages; a leather appearance and feel not hitherto approached. Ideal for booklets, proposals, etc. Ask us about Mocotan!

THE DAVID J. MOLLOY COMPANY

2869 North Western Avenue, Chicago, Illinois

Branch Offices in All Principal Cities
Commercial Covers  for Every Purpose

be able to interpret his knowledge in terms of the customer's individual business. Other things being equal, the salesman with ideas, resourcefulness and definite information has the advantage. It may be that training, special coaching and the regular supplying of real information will make producers out of mediocre salesmen."

A similar opinion is voiced by L. C. Miller, sales manager of the Kennedy Manufacturing Company, who stated that "we certainly try to instill a little confidence into prospects by giving whatever information is available concerning the improving conditions throughout the country. It seems that just now there is pretty much to talk about along this line, including some evidence that a presidential election year does not necessarily bring poor business with it."

No Pessimism Here

"AS TO business conditions," said W. D. Barton, director of field service, the Alabama Farm Bureau Federation, "if we think back over the years we will remember that the talk about poor business usually occurs around this time every year. The salesman who has faith and knowledge and who plans his business now for an increase over last year, will do much better than the one who is afraid and wants to wait until conditions improve."

According to Ben D. Jennings, vice president and secretary of Underwood and Underwood, "the consensus of opinion of a group of forty-two leading bankers, economists, cabinet members and business heads, ten leading automobile presidents, nineteen heads of public utility companies, thirty railroad presidents and about fifty other business men, is that our present prosperity will continue and that an increase in 1928 will depend upon the maintenance of the present wage scale and production schedules, necessitating more aggressive and efficient sales effort." These, he intimates, are the facts to give salesmen as a means of helping them paint the business conditions picture in its true colors.

Chester H. Smith, sales manager, the Airway Branch of Philadelphia, declares "that a salesman who knows the truth about his line and the truth about the general condition of business

in his territory" will have enthusiasm and resource enough to sell his goods. The salesmen of the Stanley Manufacturing Company have been informed by George F. Stanley, president of the company, that "there is only about a 10 per cent increase in the volume of merchandise consumed in peak times as compared with bad times." Knowing this, they are in a position to point out that this 10 per cent difference does not affect customers' business as much as they like to assume. "Business," they point out, according to Mr. Stanley, "is what we individually think it is."

"We analyze basic conditions and local conditions for the salesman," reported R. M. Vliet, vice president of the Fox-Vliet Drug Company, "and insist that he try to plan sales campaigns for his customer based on his knowledge of those conditions. We select men who, with training, have sufficient breadth of vision and knowledge of fundamentals that, given basic conditions and local conditions, meet buyers' objections and show them the advantages of purchasing immediately. We try to have our salesmen fortified with information so that it is not necessary to put the words in his mouth."

Keeping Salesmen Posted

MASSACHUSETTS Mutual Life Insurance salesmen ask hesitant buyers if they think there is anything in the present industrial situation which would make them bears on business in the country, according to Harry N. Haven, associate manager of the Boston agency. "If a buyer mentions the fact that this is a presidential year," he stated, "we ask him if he has seen figures which show that many presidential years are better than the average."

Among other companies which have definite methods of supplying information to salesmen are the National Cash Register Company, the Fyr-Fyter Company, the Aladdin Manufacturing Company, T. M. Sinclair Company, Ltd., Remington-Rand, Inc., the Union Central Life Insurance Company and others. The accompanying illustration shows the bulletin sent members of the National Cash Register Company to acquaint them with the state of business in all parts of the country.

In the left-hand column are the

opinions of leading business men in different sections. An editorial in the center column declares that sales in 1928 depend upon three factors: the product, the salesman and general business conditions. It goes on to say that the first and third factors are favorable and that the second depends, of course, upon the man.

The use of house organs in disseminating this information is used likewise by Remington-Rand, Fyr-Fyter and others. The Aladdin Company employs letters to salesmen to give them the facts. Other concerns use bulletins. One of the most ingenious plans reported is that of the Union Central Life Insurance Company. Every month specially prepared bulletins are sent members of the sales organization describing conditions in each of their respective territories. The bulletin is in the form of a blank headed "Sales Forecast" and with spaces for filling in figures for a specific section of the country.

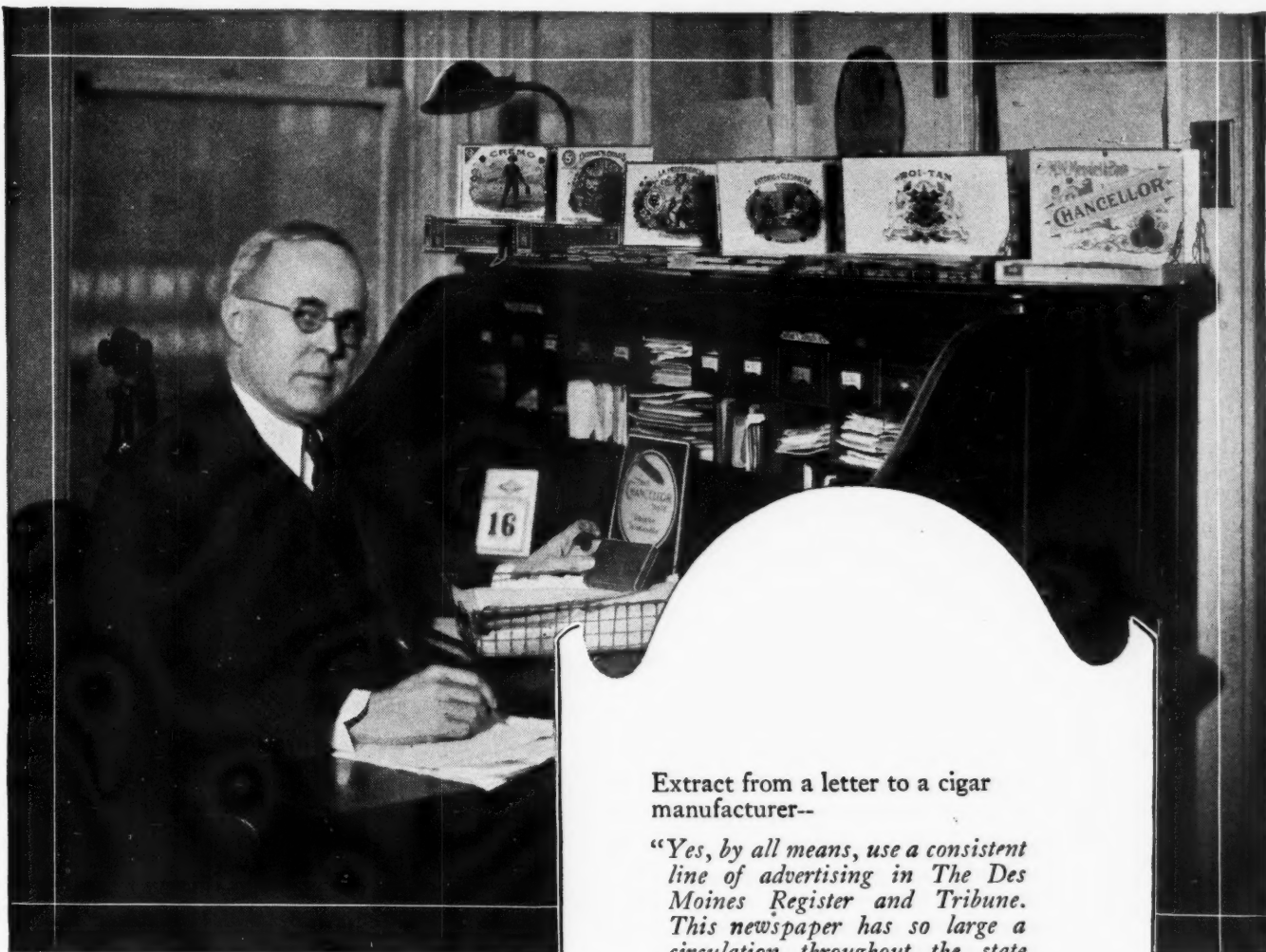
Meeting Buyers' Objections

NINE conditions are used as barometers of business, including debits to individual accounts for the present month, for last month and the corresponding month a year ago; new construction compared with the same month a year ago; the percentage of increase or decrease of employment, retail trade, wholesale trade and manufacturing, and the current condition of agriculture. All these spaces are carefully filled in by the home office, reports Paul Hommeyer, who has charge of the company research department, and then all these facts are summarized to give the salesman a vivid picture of actual business conditions as applied to his individual territory.

These, then, are some of the methods employed by one group of companies to enable their salesmen to take advantage of an accurate knowledge of conditions. Another group of companies gives salesmen stock answers to the same objection without devoting much attention to the conditions but emphasizing why buyers should place orders because business is not just as good as they would like to see it.

Typical of this group of companies is Park & Pollard Company, which believes, according to H. L. Atwell, vice president,

(Continued on page 338)



This Iowa map shows cities from which Myers-Cox Company distribute cigars.



The Des Moines Register and Tribune is read in every city and town in Iowa.

Write for booklet showing circulation by counties and by towns.

Extract from a letter to a cigar manufacturer--

"Yes, by all means, use a consistent line of advertising in The Des Moines Register and Tribune. This newspaper has so large a circulation throughout the state that we always consider it indispensable."

MYERS-COX Co., Cigar Jobbers
W. B. Poinsett, Vice Pres.

Distributing Chancellors, El Roi Tan,
Geo. W. Childs, Cremos.

Main Office--Dubuque, Iowa
with distributing points at Fort Dodge, Mason City, Waterloo, Cedar Rapids, Davenport, Des Moines and Sioux Falls, S. D.

The Des Moines Register and Tribune

Circulation exceeds 225,000 daily---99% in Iowa

When a Man With a Small Business Began to Think Big

(Continued from page 282)

"Well, I swan," exclaimed Mr. Bruce. "Orders, and good ones, too, from eleven stores out of a possible fifteen. Why, Mr. Brown himself seldom sells more than three or four merchants there at a trip. Boy, you've got no business in the shipping room after this, it's the road for you. You're a salesman."

But there was one fly in the young salesman's ointment; he had failed to get an order from the largest general store in the town.

"Don't let that worry you," commented Mr. Bruce. "One of our competitors has the candy trade of that store sewed up tight. We never sell anything to Mr. Blank."

This information may have consoled the determined young salesman but it did not satisfy him. On his next trip his first call in El Paso was made on the merchant who never bought from Bruce & Brown. From his citadel in a glass office at the rear of the store the merchant handed out the crisp dismissal:

"Don't want a thing, young fellow."

Hard Work Plus the Gift

Half an hour later, when Mr. Blank looked up from his ledger he saw the fair cheeked young salesman calmly waiting beside his sample case. After another session of posting accounts the merchant stepped down from his high office stool, came out into the store and called:

"Bill! Bill! come here and give this boy an order for candy. If you don't he'll be here when we close up. I can't stand it any longer. You can't shake him off; besides, his perseverance entitles him to business."

That order assured the senior partner that he had made no mistake in taking the "green boy" out of the shipping room and putting him on the road. Today Mr. Beich is the president of the company which absorbed Bruce & Brown and several other concerns, including the Hershey caramel factory. He employs about forty salesmen in addition to using a considerable number

of brokers—some of them in foreign countries—in his distribution scheme. While he admits that there is a distinct gift to salesmanship, Mr. Beich declares that, as a rule, 75 per cent of salesmanship is simply a capacity for hard work.

"I am sure," he declares, "that this was true in my own case and I believe that it will hold good as to my salesmen. In other words, men with a very ordinary gift for salesmanship may be developed into leading salesmen provided they are steady, persistent, dependable pluggers. On the other hand, a man richly gifted with salesmanship talent but failing to back it up with consistent hard work is not a good or valuable salesman according to my definition. Certainly he cannot go far in the selling of those commodities which are in the nature of regular merchandise supplies."

Commercial "Wedlock"

"The only place in which the salesman with a high voltage of selling talent and a low capacity for hard and steady work can give satisfaction is in the field of one-time sales where a single order involves a very large sum of money and a correspondingly large profit and commission. There is a field for this type of salesman, but it is not in the distribution of ordinary commodities where a trade is built up and is regularly supplied."

Mr. Beich confesses to being a bit old-fashioned in his salesmanship policies and preferences.

"In salesmen I like a slow starter who never changes his gears excepting to advance them. Once I engaged a salesman who had been with a large wholesale grocery and had the reputation of being a talented salesman. When he returned from his first trip he had a stack of orders that looked as if we had secured something of a wonder—until their figures were totaled! Under that test they shrank to very commonplace proportions. As a gleaner of good-will offerings he was a whizz, but the good-will order is a poor thing for profits and commissions."

"For several months he continued to lead the entire sales force in the number of orders taken, but was relatively low in the amounts involved. I had been watching him carefully to see if he would be able to cash in on his initial evidences of good will. But, month after month, he failed to develop his good-will foothold into volume business. Of course the slowdown had to come. I told him:

"Tom, as a salesman you're a wonderful first-impression artist, a delightful commercial flirt. You're satisfied to secure a smile and a kiss where you should insist upon slipping the engagement ring on the third finger of the customer's left hand. The intentions of this house are not only honorable but *serious*. Commercial flirtations are highly interesting and agreeable but, there being no law against trade bigamy, I want you to lead a whole bevy of these easy-kissing customers right up to the altar and get their vows of faithfulness to this house. You can do this if you will. Make 'em understand that you're serious and will be satisfied with nothing short of marriage."

The Sun Behind the Clouds

"This way of showing him his weakness as a salesman appealed to him immensely. He caught the force of the comparison instantly and went out on his next trip with a new light in his eye. From that day his volume started to increase, and has continued to do so ever since. Today he is one of our best salesmen."

In discussing the principles involved in developing salesmen, Mr. Beich says:

"Any sales manager who cannot make at least a fair salesman out of any man who believes in the goods he is offering for sale and in the house behind the goods and has a capacity for hard and steady work, is falling down on his job, as I see it. The head of a successful shorthand school once told me that very few shorthand pupils ever got through the course without going through the 'crying stage' and being momentarily certain that they would

BEAUTY

STRENGTH

One glance at a Silver-tone Clasp tells the practiced eye what beautiful two-color effects a single trip to the press will produce on its silvery-gray surface, but it takes a mailing test to prove the new standards of dirt-and-wear resistance established by

Silvertone . . .

**THE STANDARD
ENVELOPE MFG.
COMPANY,**

Cleveland, Ohio

Factories:

Cleveland, Ohio,

Pittsburgh, Pa.

and Nashville, Tenn.

Silvertone

CLASP-ENVELOPES

These distributors have them:

*Baltimore, Md., Hubbs & Corning Company
Boston, Mass., D. F. Munroe Company
Buffalo, N. Y., Union Paper & Twine Company
Chicago, Ill., Chicago Paper Company
Cincinnati, Ohio, The Chatfield & Woods Co.*

*Cleveland, Ohio, The Standard Envelope Mfg. Co.
Detroit, Michigan, The Union Paper & Twine Co.
Indianapolis, Indiana, C. P. Lesh Paper Company
Milwaukee, Wisc., The W. F. Nackie Paper Co.
Nashville, Tenn., The Standard Envelope Mfg. Co.*

*New York, N. Y., Charles F. Hubbs & Company
Pittsburgh, Pa., The Standard Envelope Mfg. Co.
Rochester, N. Y., Hubbs & Hastings Paper Co.
St. Louis, Mo., Acme Paper Company
Toledo, Ohio, The Standard Envelope Mfg. Co.*

© 1928, The S. E. Mfg. Co.

Troy, N. Y., Charles F. Hubbs & Company Washington, D. C., Stanford Paper Company

never be able to master the system of 'hen tracks' evolved by the immortal Mr. Pitman. By the same token, nearly all salesmen pass through a period of intense discouragement, when they are morally certain that they are abject and constitutional failures as salesmen. Then is when they need the help that a real sales manager should be able to give.

"Once a man has a clear and sweeping victory behind him, one that is the result of real hard fighting, he is on the way to permanent success. This is just as true in salesmanship as it is in any other line of human effort. I remember when a young man to whom I had been especially attracted came to me and confessed that two months on the road for us had pounded into him the conviction that he wasn't a salesman and that he'd better quit and get some other kind of a job before costing the company any more money.

"We had quite a long and intimate talk in the course of which I made it clear to him that we were entirely willing to back him to a finish and that we believed he would win if he only stuck to the job and pushed ahead with as much faith in himself as we had in him. This was the turning-point in his career. He made a good and very loyal salesman who could be depended upon to go through periods of hard sledding without whimpering or discouragement."

Making Weak Spots Strong

In the opinion of Mr. Beich, one of the basic functions of sales management is that of teaching salesmen to instruct their customers in the art of moving the goods sold to them.

"One day," remarked this candy manufacturer, "a young salesman came to me with his mouth sagging at the corners. 'I wish you'd tell me,' he demanded, 'why I can't sell as many goods as Frank sells. My territory should be just as good as his and I don't see where he has much the start of me in general qualifications as a salesman.'

"'You're right as far as you've gone, Jim,' I told him, 'but there's one point where that plodder has the edge on you. Frank has the knack of showing his customers how to move the goods he sells them. If your trade was with jobbers instead of retailers your

sales would probably equal or exceed his. But he has a very quiet and ingratiating way of getting his customers to allow him to dress their show cases and windows so that our candies make the right appeal to the consumers and almost sell themselves. In this respect Frank is an accomplished diplomat. There's the secret of his success.

"'When your customers discover that your candies sell readily and perhaps outsell all others, it's rather inevitable, isn't it, for them to order more? And this helping the retailer to sell the goods you've sold him isn't merely a matter of showing how to give them the right display. It also involves leaving with the customer the conviction that they are really superior goods. Of course you can't do that unless you have that conviction yourself.'

Mr. Beich's Selling Formula

"'I know they're superior to most competitive lines,' was this salesman's answer, 'and I'm going to try to sell double after this, sell the retailer and then the consumer.'

"He made good on this intention and, in a few months, brought his sales up to those of Frank. As I see it, the most useful and constructive kind of salesmanship is that which helps to move the goods across the dealer's counter. Also it is the most difficult form of salesmanship for it requires a high order of tact and judgment—a shrewd knowledge of human nature. The sales manager who can teach his salesmen how to help their customers sell goods is the real thing!"

When Mr. Beich began his career as a salesman his house sold only to retail dealers. The development of jobber trade on the part of his house has all come about since he became its chief executive. Today 80 per cent of the output of his factories, one in Bloomington and one in Chicago, goes to jobbers. The remaining 20 per cent is sold to retail dealers in local territory.

"We still stick to our retail dealers in a zone close to our plants, because this trade was the foundation of our business, and we still sell a wider variety of our products there than we can expect to sell wholesalers in more distant cities.

"Expanding distribution has been one of the great problems

which every executive and sales manager has had to deal with in the past two decades. It has been a big problem which every manufacturer has had to meet on the basis of his individual resources and ambitions. In my opinion, it has been most successfully met by those men who have had personal experience in selling and sales management.

"Until comparatively recent years the general tendency of directors of corporations was to place at the heads of their companies men of 'accounting and financial background—office men rather than field men. But now corporation directors are thoroughly awake to the fact that the dispensers of capital are most concerned with sales. If the chief executive of a company can show his bankers large and increasing sales, there will be no hesitancy about furnishing the capital or the specialized talent required to watch it. In other words, sales experience is today at a higher premium than ever before, even with bankers and capitalists. Their attitude is virtually: 'Give us satisfactory sales and the rest is easy.'"

When I asked Mr. Beich to give me his formula for successful salesmanship he laughingly parried with the question: "Well, it sweeps both sides of the street, doesn't it?"

Teachers Seek Help from Executives

THE National Association of Teachers of Marketing and Advertising, through its committee on service to members, of which H. H. Maynard of the College of Commerce and Administration, Ohio State University, is chairman, is interested in having the cooperation of sales and advertising organizations in supplying booklets, pamphlets, advertising portfolios, sales manuals, special reports, or other material which would be useful to teachers of marketing and advertising.

Any company which is in a position to cooperate with Mr. Maynard in this manner can communicate with him at Ohio State University, Columbus, Ohio.

Bert Barnes has opened a direct advertising service agency in the Chamber of Commerce Building, Los Angeles, under the name of Bert Barnes and Associates.



“Any man who hasn’t seen your advertisement can never be ‘duplicate circulation,’ no matter if he buys a hundred different magazines containing your advertisement.”

Kenneth M. Goode
in Aug. 14 issue of *Advertising & Selling*

Thank You, Mr. Goode—

YOU state crisply and graphically a fact which we find we must continuously explain—that a magazine which enters an oil company office doesn’t “cover” that office unless it is *read* and (which is more important) read by the men of influence.

When an influential man reads only one oil publication, you can’t possibly buy him as “duplicate circulation.”

National Petroleum News is “the only oil paper” to so many busy, influential oil men that we need to hammer constantly on the vital truth you have stated so well.

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NATIONAL PETROLEUM NEWS



HUMAN INTEREST INSURES READER-INTEREST

“Retail Shopping Areas”

A review and summary of J. Walter Thompson's new market book, which analyzes 683 buying centers with the thought of developing a logical and workable basis for the setting of sales quotas.

IN DETERMINING a sales quota, the greatest obstacle to overcome is the finding of some satisfactory compromise between detail and generalization. The failure of many quotas may be blamed on their intricacies, the large number of details, or because of inadequate preparation. As the preface of “Retail Shopping Areas,” put out by the J. Walter Thompson Company says: “Like a ‘par for the hole’ in golf, the well planned sales quota is not some unattainable standard of perfection but is a figure which any good player or salesman can reach frequently, any ordinary person may reach or even surpass now and then, and which always serves as a standard of performance.” This book gives a suggested grouping of counties, about 683 principal shopping centers, with 642 sub-centers indicated.

A good basis for sales quotas cannot alone be determined from political boundaries as can be readily seen when one realizes that of the 48 states, four-fifths of the income and two-thirds of the population are found in less than half of them. Nor can the 3,000 odd counties be used for this purpose, for most of the people and the large part of the buying power are to be found in less than a third of that number.

With this book come two maps of the United States: the first

showing the retail shopping areas by size of shopping centers; the other being marked off into retail shopping areas in a ratio of population to individual Federal income tax returns. By means of these maps anyone can construct a quota with the figures given in the book. He is able to obtain an adequate idea of how much of the market he is actually covering, just how much his new quota will add, and just what market value is to be found in the more remote districts. This regrouping of population figures has the purpose of getting away from those difficulties of endeavoring to handle the smaller towns by themselves without relating them to their rural, dependent population. “By throwing the county figures into groups about the main market towns, the chief emphasis is placed on people as

500,000 or more, down to those areas tributary to cities of less than 25,000 population, as shown in Table A.

These are areas grouped by size and states. The last half of part 1 is a similar group of figures which are taken from areas grouped by size of center. There is a difference as cities of less than 25,000 are not listed, thus we have the following changed headings:

City	Retail Shopping Areas		
	Population of cities 1925	Population tax returns 1925	Individual income per income tax return

Part 2 is concerned with retail shopping areas formed by grouping counties around cities to form shopping areas and arranged by states. It is in this second part that the political units — cities, counties or states — are ignored, as trade is little or not at all af-

Table A

City	Retail Shopping Areas		
	Population 1925	Population of Retail Shopping Area	Retail Shopping Area Population per Individual Federal Income Tax Return
ILLINOIS Chicago.....	2,995,239	3,914,225	13
MASSACHUSETTS Boston.....	779,620	1,102,035	18
ILLINOIS Robinson.....	3,375	43,936	111
NEW HAMPSHIRE Berlin.....	18,552	46,483	33

markets rather than as political groups.”

The individual Federal income tax figures furnish a trustworthy indication of the medium and high grade market and when used, as they are in this book, with population figures, the probable value of a market is well checked, for commodities of which the price represents a real sales obstacle.

Part 1 of this book, entitled “Retail Shopping Areas Grouped by Population of Shopping Centers,” comprises suggestions for building up commercial areas out of the political units. Shopping areas have been determined from towns having a population of

affected by this type of boundary. Goods go from the city to the suburbs freely; county lines are purely imaginary, and as free trade between states is insured by the Constitution, state boundaries are no more than some form of sign along the roadside.

Groupings of the population and individual Federal income tax return figures for cities and counties were prepared by locating on a map all the department stores of substantial size in the United States which were reported in any one or more of three directories of that trade. After determining the financial rating of these stores, there were

(Continued on page 344)



Dartnell Check-up on Distribution of Advertised Products

DISTRIBUTION of advertised products was checked in sixteen drug stores in Peterborough. These were all drug stores exclusively, this being the first city in which at least one of the department stores did not have a drug department. Only one of the three larger department stores carried a small line of perfumes.

This group of stores conforms more to their name than would the average group of drug stores in an American city of similar size. They are generally known as chemist's shops or apothecaries rather than as drug stores. Novelties, convenience hardware articles, small electrical appliances and so on which are so often carried in the city drug store in the United States are not known in these stores.

Drug Stores That Carry Drugs

Nor do they have soda fountains as additional means of revenue. Not one of the sixteen drug stores checked had a soda fountain in it—a fact that would be unusual for the average American drug store. No chain drug stores are found in Peterborough

and price cutting is comparatively unknown.

All of these stores, with the exception of a few of the smaller ones, are well stocked and well kept. Three of them are in the outlying districts and they carry smaller stocks than do the stores located in the main shopping center. One of the stores in the downtown district is a Rexall store carrying a complete line of Rexall products. Another has a complete line of Nyal products.

The Control of Prices

As mentioned before, there is little or no price cutting among these stores. A local association of drug stores has been organized for the maintenance of price and policy agreements. They co-operate on everything in this way, although they buy individually and advertise independently. There is also a national drug association in the Dominion having both dealers and manufacturers as members. This organization is known as the Pharmaceutical Articles Trade Association. They deal with price maintenance and price standardization in the Dominion.

Again in this city we find that drug products have the best distribution of any of the groups of products that have been checked. Although the figure is lower than it has been in any of the five cities surveyed, it has the highest percentage of any of the groups of products. Eighty-five products had a distribution of 62.1 per cent in Peterborough. An outstanding point in this tabulation of results for the individual products is the extreme points of distribution. The majority of them are either good or bad.

Majority Use Dealer Helps

Thirty-one products had 100 per cent distribution and twenty were not found in any of the stores. A large number of the products having 100 per cent distribution in this city were found to have reached the same figure in all of the other cities checked. Among these are Colgates products, Cutex, Dr. West's tooth brushes, Forhan's tooth paste, J & J Red Cross products, Pebeco, Pepsodent, Pro-phy-lac-tic tooth brushes, Woodbury's soap and others. These are for distribution in stores selling drug products exclusively.

Three of these stores do no advertising in the local newspapers or any other medium, two advertise irregularly in the newspapers, and eleven of them advertise regularly. The bulk of the buying is done in Toronto, as that is the closest and largest center. Only two of these merchants

This article completes the series on the check-up of the distribution of nationally advertised products by the Dartnell investigator, who has covered, successively, Appleton, Wisconsin; Batavia, New York; Findlay, Ohio; Hutchinson, Kansas, and Peterborough, Ontario, Canada. A summary of the entire series will appear in the March 31 Annual Reference Number of *Sales Management*.

Distribution of Furniture Products and Dry Goods and Notions in Peterborough

Furniture Products

Product	Per Cent Distribution (11 Stores)
Armstrong's Linoleums	27.3
Bassick Casters	.0
Bird's Rugs	.0
Bissell Carpet Sweepers	54.5
Blue Ribbon Beds, Mattresses	.0
Bohn Refrigerators	.0
Boone Kitchen Cabinets	.0
Ca-Vel Rugs	.0
Chambers Fireless Gas Ranges	.0
Congoleum Rugs	63.6
DeLuxe Bed Springs, Beds	.0
Englander Wit Edge Springs	9.1
Eureka Sweepers	18.2
Gold Medal Folding Furniture	18.2
Gurney Refrigerators	.0
Hartshorn Shades	54.5
Hoover Sweepers	9.1
Hotpoint Products (Irons)	9.1
Imperial Tables	.0
Johnson's Polishing Wax	54.5
Karnak Rugs	.0
Karpen Furniture	9.1
Kiel Furniture	.0
Kimark Woven Rugs	.0
Kirsch Curtain Rods	36.4
Kitchen Maid Kitchen Cabinets	.0
Klearflax Linen Rugs	.0
Kroehler Furniture	72.7
Landstrom Furniture	.0
Lane Cedar Chests	9.1
Leonard Refrigerators	.0

Product	Per Cent Distribution (11 Stores)
Lloyd Loom Products	36.4
Lorain Stoves	.0
Mohawk Rugs	.0
Nappanee Dutch Kitchenettes	.0
Old Hickory Products	27.3
Ozite Rug and Carpet Cushion	.0
Perfection Stoves	.0
Premier Sweepers	.0
Pullman Davenport Beds	9.1
Rex Sanitized Upholstered Furniture	.0
Rid-Jid Ironing Tables	.0
Royal Easy Chairs and Davenport	18.2
Royal Sweepers	.0
Rustic Hickory Products	9.1
St. John's Tables	.0
Salisbury & Satterlee Co. (Bed-springs)	.0
H. E. Shaw Furniture	.0
Simmons Beds	100.0
Simplex Ironers	.0
Slyker Metal Radiator Furniture	.0
Smokador Stands	.0
Spear & Co., Home Furniture	.0
Stamore Co., Chairs and Tables	.0
Sunbeam Irons	.0
Vudor Porch Shades	.0
Way Sagless Springs, Beds	72.7
White Electric Sewing Machines	.0
Average	12.2

Dry Goods and Notions

Product	Per Cent Distribution (5 Stores)
Belding Heminway Threads, Fabrics	60.0
Boott Mill Towels	.0
Cannon Towels	60.0
Cash's Woven Names	40.0
Cheney Bros. Silks	.0
Columbia Yarns	.0
Corticelli Threads and Silks	100.0
DeLong Hooks and Eyes	80.0
Dolly Madison Bed Spreads	.0
Emmerich Pillows	.0
Everfast Wash Fabrics	.0
Fleischer Yarns	.0
Hickory Products	60.0
Wm. Hollins Flannel	60.0
F. C. Huyck & Sons Blankets	.0
Indianhead Cloth	60.0
Kapock Sunfast Fabrics	.0
Nashua Blankets	20.0
Orinoka Draperies	.0
Pequot Sheets and Pillow Cases	.0
Quaker Draperies	.0
Darbrook Silks	.0
Seranton Lace Co. Curtains	20.0
Wm. Skinner Silks	.0
L. O. Thompson Silks	.0
Veltex Washcloths	.0

Average 21.5

admitted throwing manufacturers' advertising away without using it first. The others reported that they did not receive enough for their use and for a change in decorations very often. This is emphasized by the fact that there were not many dealer helps seen in these stores by the investigator.

The percentage of distribution figure for this group of products was 62.1 per cent and the average number of the eighty-five products handled by these stores was 53.1.

Furniture Products

Like Hutchinson, Kansas, Peterborough has a large number of furniture stores in proportion to the total number of retail outlets. The stores in Peterborough, however, were not the high grade type found in Hutchinson. Eleven stores were checked for this line, three of which were department stores having a fair line of furniture. Out of the eight stores selling furniture exclusively, there were only three that could be said to be very good stores. The others were all small and carried only a small stock. Two of them carried furniture as a side line, the bulk of their business coming from an undertaking department.

The distribution of American made and branded furniture is

lower in Peterborough than in any of the other four cities surveyed. This is due to the fact that Canada makes its own furniture as well and as cheaply as it could be imported. In most cases the American products that were found have Canadian factories and are generally considered Canadian made goods rather than American. Most of the furniture for these stores comes from the Kitchener and Woodstock districts. Some buying is done in Toronto and Montreal.

All Stores Advertise Locally

Simmons beds were the only product to reach 100 per cent distribution when all of the stores were considered. These are the figures shown in the accompanying chart. Six other products had better than 50 per cent distribution. These were: Bissell carpet sweepers, Congoleum rugs, Hartshorn shades, Johnson's polishing wax, Kroehler furniture and Way Sagless springs and beds. Fifty-eight products were checked in these stores. Out of this number there were thirty-seven that had no distribution in any of the stores.

All of these stores advertise in the local newspaper, although in most cases it is not very much as the stores are too small and too

poor to do very much of it. This type of store seems to be one where the manufacturer can usually find a place for his advertising. In only one case did the dealer say that he threw away part of the advertising helps that he received. The others all reported that the manufacturer sends dealer helps occasionally but that they do not amount to very much.

The percentage of distribution figure for this group of stores was 12.2 per cent and the average number of the products handled by them was 7.2. The two department stores in the city were the only chain organizations handling furniture.

Men's and Women's Clothing

The list of clothing products was checked in twenty-one stores in Peterborough. Due to the scarcity of American made women's clothing, only eleven stores show in the results. This line of products and the shoe products are the ones that show the greatest influence of Canadian manufacturers. Both men's and women's clothing stores sold more Canadian goods than American and this was predominant in the women's stores.

The feeling in both the shoe and the clothing lines is that

—[LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM]—

The Eggnog . . . that shook up the city government

A husband, visiting his wife at the municipal hospital, listened to her complaint about the watery quality of the milk used in her eggnog . . . The husband forwarded her complaint to the SCRIPPS-HOWARD editor.

An investigation revealed that a political clique was selling the hospital skimmed milk at the price of rich milk . . . and getting a juicy rake-off from the dairies.

This led to a militant probe of the whole city administration, which was found to be freighted with graft, inefficiency and extravagance. The daily stories, printed by the SCRIPPS-HOWARD Newspaper, of hospital patients neglected, city funds misappropriated and criminal mismanagement generally, aroused the public to impressive action.

The leading citizens volunteered for municipal duty; the reigning commission was overthrown; and a city manager of unquestioned ability and honesty was elected.

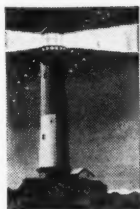
Not only the hospital, but the entire city, was happily rid of abuses long tolerated. This is no isolated example of the service rendered by SCRIPPS-HOWARD Newspapers. In 25 cities, SCRIPPS-HOWARD editors are leading the fight for public welfare against individual avarice and selfishness . . . It is a fight that pays, not only in reader-loyalty and confidence, but in the resultant reader-responsiveness which more than 2,500,000 families give, both to SCRIPPS-HOWARD Newspapers and their advertising columns.



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250 PARK AVENUE, NEW YORK . CHICAGO . SEATTLE . SAN FRANCISCO
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Distribution of Drug Products in Peterborough, Canada

Product	Per Cent Distribution (16 Stores)	Product	Per Cent Distribution (16 Stores)
Astringosol	43.8	Mum	100.0
Barbasol	37.5	Murine	100.0
Belle Mode Shoe Cleaner	.0	Nujol	100.0
Blue Jay	100.0	Odorono	100.0
Bonocilla	100.0	Orphos Tooth Paste	.0
Chipso	.0	Ovaltine	100.0
Cinderella Shoe Dressings	.0	P & G Soap	6.3
Colgate's	100.0	Packer's Shampoo	100.0
Conklin Pens	.0	Palmolive Products	93.8
Cutex	100.0	Parker Pens	56.2
Deodo	43.8	Pebeco	100.0
Dr. West's Tooth Brushes	100.0	Pepsodent	100.0
Dona Castile Soap	.0	Phillips Milk of Magnesia	100.0
Duz Soap Products	.0	Pinaud's Eau De Quinine	81.2
Eaton Crane & Pike Stationery	.0	Planter's Peanuts	87.5
Elizabeth Arden Cosmetics	6.3	Pompeian Massage Cream	100.0
Energine	62.5	Ponds Extracts	100.0
Ever-Ready Blades & Razors	93.8	Princess Pat Cosmetics	87.5
Flit	75.0	Pro-phy-lac-tic Tooth Brushes	100.0
Fly Tox	93.8	Putnam Dyes	87.5
Forhan's Tooth Paste	100.0	Pyraline Toiletware	6.3
Gainsborough Powder Puffs	81.2	Raquel Cosmetics	.0
Glover's Combination Scalp Treat.	12.5	Resinol Soap	100.0
Glovers Dog Medicine	75.0	Rit Dyes	87.5
Helena Rubenstein Cosmetics	.0	Sani-Flush	93.8
Houbigant Cosmetics	62.5	Sheaffer Pens	.0
Ipana Tooth Paste	100.0	Schick's Repeating Razor	.0
Jergens' Lotions	100.0	Squibb's Products	100.0
Johnston's Chocolates	.0	Stacomb	87.5
J & J Red Cross Products	100.0	Stanley Super Vac	.0
Kleenex	75.0	Tangee Lipsticks	25.0
Kodaks	56.2	Taroleum Shampoo	.0
Kotex	100.0	3 in 1 Oil	62.5
La France Soaps and Powders	.0	Thompson's Malted Milk	.0
Larvex	81.2	20 Mule Team Borax	.0
Listerine	100.0	Unguentine	87.5
Lux	37.5	Vaseline	100.0
Lysol	100.0	Wahl Pens—Pencils	56.2
Melba Products	93.8	Waterman Pens	75.0
Mello Glo Face Powder	.0	Woodbury's Soap	100.0
Mennen's Powders	100.0	Zonite	93.8
Mentholatum	100.0		
Montags Stationery	.0		
Mulsified Coconut Oil Shampoo	100.0		
		Average	62.1

clothing and one that handled women's clothing.

Not one product reached 100 per cent distribution in these stores. Cluett-Peabody collars were found in nine of the ten men's clothing stores and Hickok belts and buckles and Interwoven hose were each found in eight of the ten stores. Nature's Rival products and Nazareth underwear were the only products on the list to have any distribution in the women's clothing stores. Twenty-nine men's clothing products were checked and seventeen of them had no distribution. Some of the more popular lines of Canadian made men's suits and furnishings were: Penman's underwear, Forsyth shirts, Fashioncraft clothes, Circle Bar hose, Mercury Mills sweaters and underwear, Brock hats, Currie garters, Stanfield's underwear and Tooke furnishings.

The Buying Centers

All of the buying for this group of stores is done in Toronto and Montreal. Some is done in Quebec but the proportion is very small. Out of the twenty-one stores checked, seventeen of them said that they advertised with a fair degree of regularity and four reported very little advertising.

Canadian manufacturers can make these products just as well as the American manufacturer and also cheaper because of the lower cost of raw materials. Style and quality is the same and as a result there is no need to go out of the country for these products. Some of the more popular lines of women's clothing in Canada are: Royal dresses, Elite dresses, Princess dresses, Northway products, Queen dresses, Dresses, Ltd., and the McElroy line.

As a group, the clothing stores in Peterborough are of the same type that are found in any city in the United States with the possible exception that they are smaller and more exclusive. This is especially true of the women's stores. The leading department store in the city had an especially fine men's clothing department. The largest men's clothing store in the city was also a wholesaler in the district. They have a chain of stores throughout the Dominion as outlets for their own factory production. There was one other chain store handling men's

Distribution of Women's and Men's Clothing

Men's

Product	Per Cent Distribution (10 Stores)
Allen A Hosiery	10.0
Big Yank Underwear & Workclothes	.0
B V D Underwear	.0
Carter Knit Underwear	.0
Cluett Peabody Collars	90.0
Dunlap Hats	.0
Hart Schaffner & Marx Suits	.0
Headlight Overalls	10.0
Hickok Belts, Buckles	80.0
Hickory Products	20.0
Geo. P. Ide Collars	10.0
Interwoven Hose	80.0
Jack Tar Togs	.0
Jantzen Swimming Suits	10.0
Kaynee Blouses, Shirts, Suits	.0
Kenyon Raincoats	.0
Knox Hats	.0
Monito Socks	.0
Munsingwear	.0
Ocean Bathing Suits	.0
Palm Beach Suits	.0
Paris Garters	60.0
Sealpax	.0
Signal Shirts	20.0
Society Brand Suits	10.0
Spalding Swimming Suits	.0
Travelo Swimming Suits	.0
Van Heusen Collars	50.0
Wilson Bros. Haberdashery	.0
Average	15.7

Women's

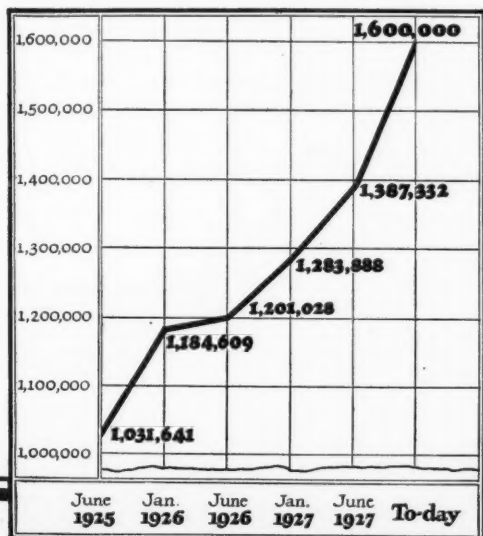
Product	Per Cent Distribution (2 Stores)
Bob Evans Nurses & Maids Uniforms	.0
Carters Rayon Underwear	.0
Catalina Hats	.0
Charis Corsets	.0
Co-Ed Dresses	.0
Dix Make Uniforms & Dresses	.0
Durham Hosiery	.0
Fiskhats	.0
H. W. Gossard (Step-ins & Girdles)	.0
Holeproof Hosiery	.0
Hummingbird Hosiery	.0
McCallum Hosiery	.0
Modart Corsets	.0
Natures Rival	50.0
Nazareth Underwear	50.0
Onyx Hosiery	.0
Peggy Paige Dresses	.0
Phoenix Hosiery	.0
Rollins Hosiery	.0
Simon Millinery	.0
Warner Bros. Corsets	.0
Average	5.0

To ADVERTISERS *who* *have ordered space in Collier's* **NOW** **1,600,000**

with more than 650,000 on the newsstands

Since June 1925, Collier's circulation has steadily increased — showing a growth to date of 568,359. Note that each six months' period has registered an emphatic gain — there are no fluctuations in the circulation curve — and the chart tells a story of consistent progress resulting from a brilliant but sound editorial program.

Collier's Growth



COLLIER'S, today, puts an extra quarter million or an extra half million families into the market of those advertisers who last year looked ahead and ordered space for 1928.

In other words, it gives them 1,600,000 homes—whereas they contracted to buy only 1,100,000—or 1,350,000—depending on the date space was reserved.

Collier's newsstand sales have grown so fast that they have outrun all office forecasts and our own organization repeatedly overnight has been forced to revise figures, plans, mechanical and traffic arrangements.

Three times in the past twelve months our promises to advertisers have been made good far in advance of expectations—and the end is not yet in sight.

Today we are delivering 1,600,000 with more than 650,000 on the newsstands.

And the most gratifying feature to those advertisers who in 1928 will reap their share of the profits incident to Collier's progress—is the fact that this growth, although dramatic, has been steady and consistent—as shown by the chart opposite.

THE CROWELL PUBLISHING COMPANY
 NEW YORK

The dealer helps that are used come largely from the Canadian manufacturers. All of the stores reported that they used practically all that they received which oftentimes was too much. The percentage of distribution for the men's clothing stores was 15.7 per cent and the average number of products handled was 4.8. In the women's stores the distribution figure was 5.0 per cent and the average number of products handled was one. This would be lowered considerably if all of the stores checked were taken into consideration.

Shoe Products

The distribution of American made shoes in Canada is poor because of the higher cost and the fact that Canadian made shoes have come to the front rapidly in the last few years, both in style and quality. The figures for this city are enlarged by the fact that a new product was added to the list and they have a factory in Canada giving them a higher distribution than any of the other products.

Eight stores were checked for this line of merchandise. One of these was the shoe department of the C. D. S. L. and the others were all shoe stores exclusively. One was a chain store, the organization having eleven other stores in Canada. All of these stores advertise, although two of them do not advertise much. From reports by these dealers there does not seem to be very much done by manufacturers in the way of dealer helps. Four of the dealers reported that they used all of the material they received, which was not plentiful and the others used only a few pieces.

Dr. Scholl's appliances was the only product to reach 100 per cent distribution in these stores. They have a factory in Canada. Thirty-

Distribution of Shoe Products

Product	Per Cent Distribution (8 Stores)
Allen A Hosiery	.0
Arch Preserver Shoes	12.5
Arch-Rest Shoes	.0
Arnold Glove Grip Shoes	.0
Belle Mode Shoe Cleaner	.0
Bostonians	.0
Cantilever Shoes	.0
Cinderella Shoe Dressings	50.0
Constant Comfort Shoes	.0
Converse Rubber Shoes	.0
Crossett Shoes	.0
Daniel Green Comfy Slipper	.0
Dr. A. Reed Cushion Shoe	37.5
Dr. Scholl's Appliances	100.0
W. L. Douglas Shoes	.0
Durham Hosiery	.0
Educator Shoes	.0
Florsheim Shoes	.0
Ground Gripper Shoes	.0
Holeproof Hosiery	12.5
Hummingbird Hosiery	.0
J & K Foot Saver Shoes	.0
Keds	.0
McCallum Hosiery	.0
Monito Socks	.0
Onyx Hosiery	.0
O'Sullivan Rubber Heels	.0
Phoenix Hosiery	.0
Regal Shoes	.0
Rollins Hosiery	.0
Selz Shoes	.0
Smith Smart Shoes	.0
Walkover Shoes	.0
Wilbur Coon Shoes	.0
Wilson Bros. Hosiery	.0
Average	6.1

five products were checked in these stores and thirty of them had no distribution. Some of the more popular brands and lines of Canadian shoes are: W. B. Hamilton, Blatchford, Smardon's, Hartt's—who make the highest priced line of shoes in the Dominion—the Newport line, Nyles shoes and The Astoria line which is also high priced. The buying for these stores is spread between Toronto, Montreal, Quebec, Windsor and locally.

The percentage of distribution figure for this group of stores was 6.1 per cent and the average number of the thirty-five products checked that were handled by these stores was 2.1.

The distribution of American

made dry goods and notions in Peterborough is not very good compared with the results shown in the American cities that were checked for the list. This is another of the lines in which Canada is stressing her independence, especially in woollens. Canada is still dependent upon the United States to a great extent for cotton cloth and silks but this, too, is gradually being eliminated. Eight stores were checked for this line.

Dry Goods and Notions

Three were department stores, two were dry goods stores, one was a clothing store with a cheap line of dry goods, one was a furniture store with a good line of draperies, although they had nothing that was on the list, and the other was a general store that had a small, cheap line of dry goods and shoes. Two of the department stores were chain stores. In addition to these, there is a branch office of one of the leading mail order houses in the Dominion and a Woolworth store.

Corticelli threads and silks was the only product to reach 100 per cent distribution. Out of the twenty-six products checked there were sixteen that had no distribution. The percentage of distribution figure for this group of stores is 15.4 per cent. Excluding the three smaller stores and taking only the department stores and the two dry goods stores, the figure is raised to 21.5 per cent. The figures shown in the chart are for these five stores only. The average number of the twenty-six products handled by these five stores was 5.6.

In the March 31 Annual Reference Number of SALES MANAGEMENT will appear a summary and further analysis of investigations conducted in five cities by the Dartnell Corporation.



New York News to Build New Home

NEWSPAPER SYNDICATE COMPANY, INC., publishers of the Daily News and the Sunday News of New York City, has purchased a large plot of real estate in Manhattan at a cost of \$2,500,000 on which it is planned to erect in 1929, a modern newspaper manufacturing plant and office building of twenty stories, capable of carrying a tower of an additional twenty stories some time in the future.

This will provide the space required for its own and the related activities of the Chicago Tribune, Liberty Weekly, Inc., Pacific & Atlantic Photos, Inc., Ontario Paper Company, Ltd., Tonawanda Paper Company, Chicago Tribune Transportation Company, Ltd., and Franquelin Lumber & Pulpwood Company, Ltd. For the past seven years The News has been occupying leased premises, and its growth has brought about the decision to provide a permanent home with room for future expansion.



Pro-phy-lac-tic Chief Dies Suddenly

WILLIAM CORDES, president of the Pro-phy-lac-tic Brush Company, Inc., Florence, Massachusetts, died recently after an illness of five days. He was 55 years old.

Mr. Cordes began his business career as a New York newsboy. He became a salesman for the Florence Manufacturing Company when 23, and was successively sales manager, manager and treasurer. In 1924 the Florence Manufacturing Company was reorganized as the Pro-phy-lac-tic Brush Company, and Mr. Cordes was elected president and general manager. In the same year he was elected president of the American Brush Manufacturers' Association.

Readers of SALES MANAGEMENT will remember that Mr. Cordes' picture appeared on the cover of the June 26, 1926, issue of the magazine, together with that of William H. Johns, president of the George Batten Company, New York advertising agency and national representative of the brush company.

FORT WORTH! WEST TEXAS!

With a trading area population
of over 2,000,000

where

**OIL, LIVESTOCK, COTTON
AND GRAIN**

Make every month in the year
commercial activity

This great area completely dominated
by the circulation of the

STAR-TELEGRAM RECORD-TELEGRAM

Over 125,000 daily and Sunday

This circulation is larger than the combined figures of the six largest papers in this territory. A great circulation built without the aid of premiums, contests or high-powered circulation schemes.

*Just a Newspaper
Covering 1,100 Towns*

**FORT WORTH STAR-TELEGRAM
RECORD-TELEGRAM
DAILY AND SUNDAY**

AMON G. CARTER
Pres. and Publisher

A. L. SHUMAN
Vice-Pres. and Adv. Dir.

Charter Member Audit Bureau of Circulations

Nine Years Steady Growth

Sales Management magazine was established by The Dartnell Corporation in September 1918. Its steady, consistent growth evidences the growing importance of the clientele it serves.

700% increase in Net Paid Circulation
200% increase in Subscription Price
2000% increase in Number of Advertisers
600% increase in Advertising Rate

PUBLISHED MONTHLY	Subscription Price	Net Paid Circulation	Advertising Page Rate
DECEMBER 1918	\$2.00 a year	2,200	\$ 30
DECEMBER 1919	2.00 a year	5,245	50
DECEMBER 1920	2.50 a year	6,007	75
DECEMBER 1921	3.00 a year	5,398	75
DECEMBER 1922	3.00 a year	8,239	75
DECEMBER 1923	3.00 a year	11,359	125
DECEMBER 1924	3.00 a year	12,493	150
PUBLISHED FORTNIGHTLY			
DECEMBER 26, 1925	4.00 a year	12,995	160
DECEMBER 25, 1926	4.00 a year	13,753	160
DECEMBER 24, 1927	4.00 a year	15,008	175

During the period beginning January 1924 and ending December 1927 the news-stand circulation was cut down from 2,017 copies per issue to less than 300 and replaced with regular paid-in-advance subscribers of known buying power, making a net gain in regular paid-in-advance subscribers of 5,301 for the period.

The present advertising rates of \$175 a page for a single insertion; \$160 for thirteen insertions and \$150 for twenty-six insertions went into effect January 1927 and are based on a net paid circulation of 14,000 copies. Since then the circulation has increased more than 1,000 copies an issue without adjustment of the advertising rates.

Sales Management

*Members Audit Bureau of Circulations and
The Associated Business Papers, Inc.*

NEW YORK
420 LEXINGTON AVE.

CHICAGO
4660 RAVENSWOOD AVE.

TORONTO
44 VICTORIA ST.

LONDON
8 QUALITY COURT, WC 2

INDUSTRY	Total Number of Establishments	Number of Establishments Employing				Total Number of Wage Earners
		21 to 50 Earners	51 to 100 Earners	101 to 500 Earners	Over 500 Earners	
Acids, Chemicals and Chemical preparations	3,477	798	269	192	38	151,638
Blast furnaces, steel works and rolling mills	658	49	78	292	224	424,913
Clay and brick products	2,574	741	417	388	19	149,352
Explosives	106	26	12	20	1	6,388
Manufactured Gas	939	123	64	65	13	42,282
Metal smelting and refining	206	11	18	55	25	41,592
Coke	262	53	79	58	10	28,364
Glass	333	43	73	156	34	73,335

Campaigns for Industrial Markets

(Continued from page 292)

important part of their work lies in dressing wounds which have occurred previously but which require daily attention.

As many company doctors also conduct a private practice, and retain contact with general hospitals through their private patients, the Burnease Ointment Company saw that through industry it was possible to make further inroads into the general field. It stood to reason that once doctors had tangible evidence of the value of Burnease in industrial cases, the use of this ointment would spread into their private practice. Thus there promised to be a double string to the industrial bow.

It was on the basis of using Burnease in cases of burns and scalds that the company decided to pin its main argument, with cuts and lacerations following a close second. Industry reacts warmly to specialization of product, and this industrial trait was considered and made use of. "Burnease for Burns" was adopted as the industrial slogan.

With this policy decided, the next step was to select a list of industries in which burns and scalds among wage earners were most prevalent. Industry has its own pet injuries and occupational diseases, ranging from cuts to lead poisoning, and the problem was to pick out those particular industries that leaned toward the class of injuries for which Burnease was most suitable. Starting, then, with burns, these industries were selected: acids, chemicals and chemical preparations; blast furnaces; steel works and rolling mills; clay and brick products; explosives; manufactured gas; metal smelting and refining; coke and glass. Herein, as it were, lay a section of the major burn and scald market. To secure a picture of the buying power of these industries, a table was laid out which appears on this page.

It is evident from these figures that the buying power of these industries lies chiefly among plants numbering considerably less than the total number of establish-

ments, if plants employing more than twenty-one wage earners are considered as worth-while buying units. And if the investigation is carried still further, it will be found that the great bulk of wage earners are concentrated in these same worth-while plants. In the case of Burnease, this concentration was of particular significance because company hospitals exist among plants employing a sufficient number of workers to make company hospitals necessary. Among this class lay the most profitable bulk of business.

This list represents only part of the industrial picture as viewed by the Burnease Ointment Company. To it were added sections of the electrical industry, where electrical burns might be expected.

When it came to the market for cuts and bruises, the field opened widely. Thus there were 5,000 worth-while coal mines employing 760,000 workers and 3,960 producing metal and non-metallic mines, with 755 allied mills and 101 allied smelters and refineries, employing a total of 177,065 men engaged in hazardous occupations. And spread out before the company lay the great metal-working industry with its well organized company hospitals and first aid rooms. Wherever metal cuts metal there is bound to be an inroad on human flesh, despite the best safety precautions. The human equation is without question more difficult to control than mechanical machinery.

With markets defined, the next problem lay in planning a selling and distribution organization best suited to serve the industrial buyer, and this matter required careful study from a number of important angles.

In the general consumer field, Mrs. Brown went to the corner drug store and purchased a 50-cent tube of Burnease over the counter to replenish the family medicine cabinet. Industry, however, would purchase in bulk, and from other sources; either direct from the manufacturer or through jobber supply channels. The possible exception might be the case of the very small plant whose accident equipment consisted of a first-aid kit, hung on the wall. Such a plant might buy Burnease at the drug store to add to its safety kit equipment, but a different system was necessary to take care of the wants of the larger establishments.

"GET THE BURNEASE, MISS SMITH"

When your company doctor says this to the nurse you can rest assured that he is calling for a remedy that will heal the burn, cut or other accident injury in the shortest possible time. You can also be sure that he is doing everything possible to save you expense, for if anything will keep the injured workman on the job or bring him back to work quickly it is Burnease.

**"BURNEASE FOR BURNS"
CUTS AND GENERAL INJURIES**

Thousands of burns and cuts healed by Burnease testify to the remarkable value of this great industrial accident remedy.

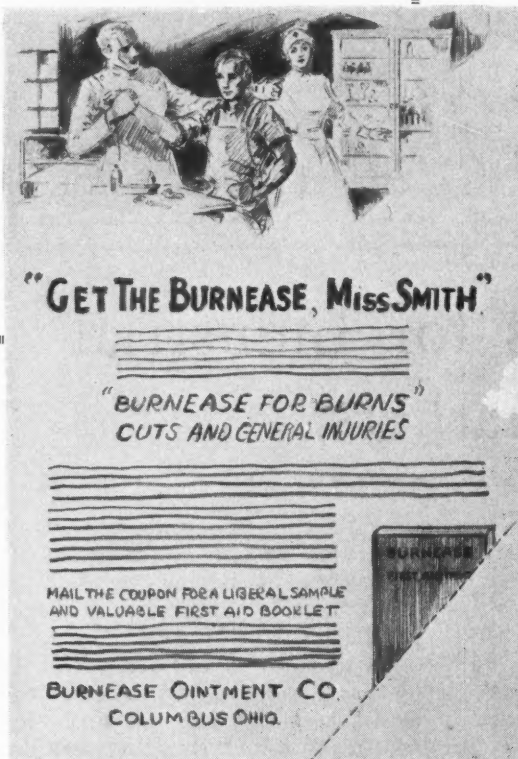
With Burnease always conveniently at hand in your Company Hospital you are safeguarded, so far as science can make possible, from those long drawn out injuries into which so many accident cases develop. Prompt application of Burnease to ugly burns and cuts heals the injured tissues and is a preventive against future infection.

You know what plant accidents cost you in time and money. Accidents will occur, but you can keep down their expense by treating them promptly with Burnease, the universal remedy for cuts and burns. Speak to your company doctor about Burnease. As a professional man, working for your best interest, he will be glad to study its effect.

MAIL THE COUPON, ETC.

It appeared reasonable to plan this angle of the campaign on the basis that such plants would purchase Burnease through the customary drug supply houses, in the same manner that other medicinal supplies were bought.

At this point the bugaboo of professional ethics came into the picture. Company doctors usually decree what preparations and supplies they need, advocating the purchase through some organized central buying source in the plant. And the medical fraternity cherishes its right to govern its selections. Burnease had a story to tell to the doctors; it also had a story of vital importance to tell to industry. What this industrial story was we shall see presently. In the telling of this story, however, the cultivation of the medical profession could not be overlooked. They needed the doctors on their side. In the smaller plants where company physicians were not employed and where first-aid treatment (until the doctor arrives) was handled by drawing upon the store of the first-aid kit, the method of approach might be somewhat different. In any case, however, it was agreed that Burn-



ease had a real message and service for industry itself.

Like other leading drug and medicinal houses, the Burnease Ointment Company maintained a staff of outside representatives who called on physicians and left descriptive literature and samples of the product. It is through their own medical journals and the missionary work of such representatives that doctors keep in touch with new practices, and it was decided to extend this personal service into the industrial field. To do this meant the enlargement of the outside staff, but such a step was considered necessary.

To industry, itself, and to the

various industrial companies employing staff physicians, Burnease had a very definite message. Boiled down, it was simply this.

State departments of labor control very definitely the handling of workmen's compensation cases covering disabilities due to injuries resulting from accidents occurring in the course of, and in connection with, their employment. While most companies carry insurance to cover such claims, moral obligation toward injured employees and a humane attitude on the part of employers of labor impose a financial burden of untold millions. Back of the injured workman is usually a family, dependent on him for support, and it is usually a cold-hearted company that does not stretch a point toward easing the burden.

There is also another economic angle, entirely aside from compensation and other financial aid. A workman who is laid up and is off the job leaves a gap in the production force. This gap must often be filled, pending the time of his return. And in the case of skilled labor, this becomes a real problem. Any method or remedy that closes the gap, prevents a workman from leaving his job, or gets him back to work quicker, means more money in the pocket of the company.

Some idea of the tremendous economic waste in industry, due to accidents, may be gained from a study of official compensation figures, and the Burnease Ointment Company conducted such studies. It was found, for example, that during a period of ten years, 352,821 metal mine accidents were reported to the Bureau of Mines. In a single year, 1925, it was learned that injuries and deaths represented a loss of time equal to 3,293,000 man-days or 8.9 per cent of the total man-days worked by all employees.

In the 59 coal mines already referred to, accidents showed a loss of time equal to 297,417 man-days in one year—59 mines out of over 5,000!

As to compensation paid to wage earners, an analysis of New York State alone showed that in

Did You Ever Think of this Business of

SEEING STARS



Your story
in picture
leaves nothing
untold~

PICTURES speak with universal emphasis.

Even in describing a moment of physical shock our ideas are pictorial. To deliver a real punch in the scant second of attention the public grants it—your advertising appeal must impress a graphic image! Make your sales message stick—and make it quick by the fullest possible use of the craftsmanship of a member of the American Photo-Engravers Association. He can bring to your next advertising conference valuable suggestions for the technical improvement of your printed pictorial sales appeal.

Number two of a series illustrating the versatility of the zinc etching

**AMERICAN PHOTO-ENGRAVERS
ASSOCIATION**

GENERAL OFFICES • 833 MONADROCK BLOCK • CHICAGO



one year 76,216 employees caused a total loss of 1,200,731 weeks of disability and received 27,854,726 compensations.

Referring again to mine statistics, mine accidents, fatal and non-fatal, represent an annual loss to industry of 20,000,000 days in round numbers. The time actually worked in coal and metal mines is about 209,000,000 shifts per year. Thus, for every ten days worked, one day was lost on account of accident.

Figures like these made the Burnease Ointment Company dizzy. They served, however, to determine the keynote of buyer influence. Industry would be approached from an economic standpoint. Burnease would be pictured as offering one means to cut down these tremendous losses by enabling workmen, to whom it was applied, to recover more quickly. Burnease could not prevent accidents from occurring. It could, however, due to its healing properties, prevent many accidents from becoming serious and shorten the period of disability, with consequent economic savings.

A Felt Need in Industry

Right here, permit the writer to inject a thought. In preparation for this article various physicians were interviewed, among them being a prominent doctor acting as company physician to a large electric public utility. Said he, "The idea behind your article strikes straight at a problem over which industry, today, is vitally concerned. From my own experience, industrial organizations have leaned so far toward the humane side that they are facing a reaction and are ready to consider any legitimate ways and means whereby injured wage earners be forced back on the job. Having yielded so far to labor, workmen are often inclined to be unreasonable in their demands, and are sometimes prone to take advantage of a situation and stretch their injuries. My professional opinion of your imaginary Burnease cannot be given, because naturally I know nothing about it. I do know, however, that industry is receptive to any method of stopping economic waste. If some particular medical treatment will help accomplish this, then industry will be interested."

It was through this angle of appeal that Burnease approached industry. It was felt that company

executives, men in charge of production and labor, industrial welfare organizations, etc., could be influenced to call to the attention of the company doctors the merit of trying Burnease in accident cases. While doctors themselves must be sold on the product, a tendency toward Burnease throughout the plant would obviously bring to bear a direct and fruitful influence from which results could be expected. And, in the many cases, where the lack of staff doctors placed first-aid measures directly in the hands of the company itself, the selling would be simplified.

As industrial institutions may be divided roughly into two classes—those maintaining company hospitals and those without—the advertising copy that was prepared was written from two angles. Thus, copy was written to appeal to plants employing staff doctors. Likewise, other copy was aimed at the plants who handled their own first-aid case, "until the doctor arrives." These two appeals alternated in the industrial publications chosen to carry the message. An example of the copy directed toward organizations having company hospitals is reproduced.

The makers of Burnease had, from the first, advertised in the leading medical journals to support their general consumer campaign, and faced with the great industrial market they increased their space in this class of publication and included the industrial angle in their medical journal copy.

Introducing the Product

Sampling to doctors had always been common practice, and the question arose as to whether samples of Burnease should be offered in industrial advertising. It was finally decided to offer a free quantity for trial purposes, but to give out such samples only upon receipt of certain desired information. Coupons were therefore used on industrial advertisements, containing the following wording:

Company name
Address
Name of person to whom sample should be sent
Name of company doctor
Do you maintain a company hospital?

As practically all industrial companies have *some* doctor upon

whom they call in the case of a serious accident, it was felt that the wording of the coupon was sufficiently broad to cover all cases. The data thus obtained promised to be of great value in follow-up, as where the doctor was mentioned he might be approached backed by an introduction from the company that employed him.

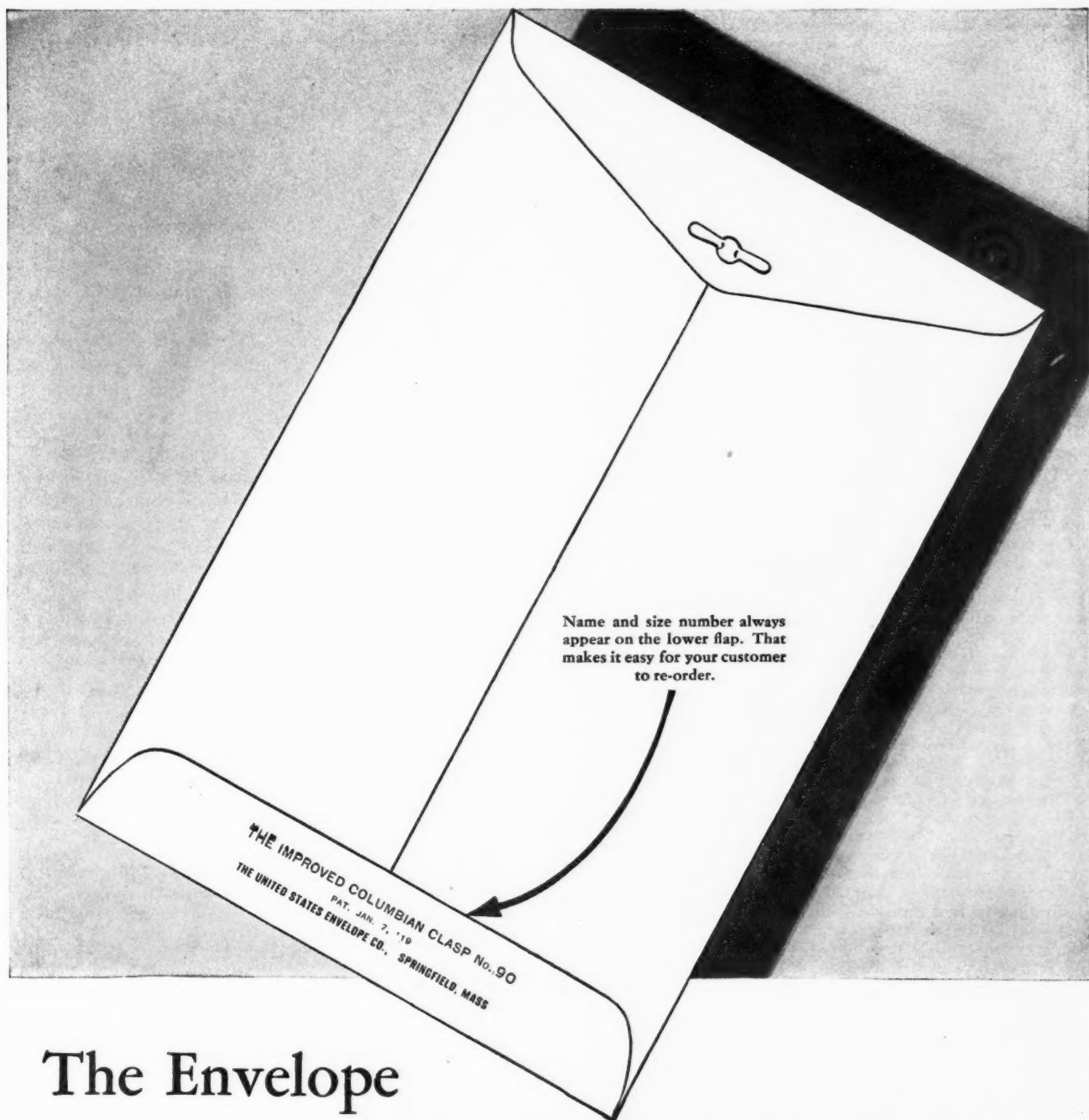
Direct-mail matter also had its proper place in the campaign, and from various sources it was decided to build up a mailing list of industrial concerns in different industries. In this the coupons were counted upon to help. Doctor literature was also prepared, to be placed in the hands of company physicians and nurses. Such literature was of a more technical nature and gave to medical men the kind of specialized data they were trained, through their profession, to look for.

On the Road to New Markets

Then came a special piece of literature planned to assist in producing inquiries, place the free samples and induce industrial readers to fill out and send in the coupons. This took the form of a really valuable first-aid booklet whose contents dealt principally with the uses of Burnease and its application in industrial accidents. Each piece of industrial copy offered the booklet free to those who sent in the coupon.

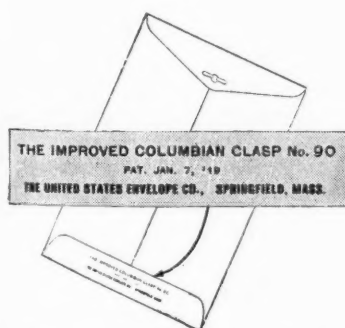
"Burnease for Burns," not to mention cuts and other injuries, was thus launched to a good industrial start. Publications were carefully selected that would carry the message direct to the various chosen fields and to the men in them who were most interested in getting the utmost from wage earners and reducing cost of production.

True, it promised to be a long pull. Professional medical ethics entered into the picture and had to be handled with care. Educational work was necessary. There were barriers to be broken down, problems to be solved as the industrial drive progressed, but the market was there and it loomed quite large. Burnease had a definite contribution to make to industry, and this contribution was built around a subject in which industry at large is vitally concerned: the economics of the labor problem, keeping workmen on the job, reducing time spent away due to injury, keeping minor accidents



The Envelope

with a "THOUSAND" uses



The name, Improved Columbian Clasp, and the size number are always printed on the lower flap.

Have you thought of them ALL?

THE uses for Improved Columbian Clasp Envelopes are by no means limited to the mailing of catalogs and booklets.

The optician—for the eyeglass cases he mails; the hardware man and the "5 & 10"—for screws and bolts; the specialty shop—for notions, small-

wares, gloves, neckwear; the automobile service station—for

small light parts. Improved Columbian Clasp Envelopes save wrapping and paper—twine and time. Your printer and stationer can supply you.

UNITED STATES ENVELOPE COMPANY
The world's largest manufacturers of envelopes
SPRINGFIELD, MASSACHUSETTS

With 14 manufacturing divisions covering the country

Improved
COLUMBIAN CLASP ENVELOPES

from becoming serious ones, preventing major injuries from becoming fatal and relieving the general burden of expense which follows so closely on the heels of disability.

By these tokens the Burnease Ointment Company, having charted their course, entered upon the industrial expansion of their business with confidence. From the family medicine cabinet to the industrial company hospital was a long jump, but accurate marketing determination and the application of sound principles of industrial selling were counted upon to bridge the gap.

[In this article we tread upon delicate ground. Ethical standards of practice in the medical profession constitute a study in themselves. The attitude of doctors toward Burnease, our imaginary preparation for treating burns, cuts and other injuries, may therefore be looked upon as a compromise. Many physicians do not hesitate to recommend advertised remedies in their practice. Many are against this policy as a matter of professional ethics, and prefer to write their own prescriptions. The medical camp is therefore divided, but it unites in certain cases where a proprietary remedy possesses peculiar outstanding value. As these articles must of necessity be taken as flexible, to provide for varying conditions, we may assume that Burnease is a preparation of such specific value that the medical profession at large recommends its use without considering such action a breach of ethics. Readers should look upon Burnease as a *type of product* having an industrial application. The main purpose of this article is to indicate how some one product found in the family medicine chest might, by proper marketing studies, be made to penetrate into industry.—The Editors.]

Edward J. Dibowski, secretary, director, and one of the founders of the Wadsworth Electric Mfg. Company of Covington, Kentucky, recently died at his home in Covington. Mr. Dibowski's position as director of the Associated Industries of Kentucky made him a prominent figure in business circles throughout the state.

The Du Pont Cellophane Company recently moved their main sales offices from 40 West 40th Street, New York City, to the new Park Avenue Building. Larger quarters were necessitated by the expansion in the use of cellophane during the past three years. It is now being used as a wrap in over thirty industries.

Announcement is made that P. J. Flaherty, president and general manager, has purchased the Johnson interests of the Johnson Bronze Company, New Castle, Pennsylvania.

The Kind of Copy the Retailers Want

(Continued from page 302)

one item, that branch house alone showed an increase of 900 per cent. A share of this increase was due to furnishing the retailer with newspaper and circular advertising that helped him sell. Prestige copy never would have obtained that increase.

Perhaps you are supplying your retailers with single column and two column 8-inch advertisements when they would use quarter-pages, half-pages and full pages if the advertisements had real selling power. This is especially true if your merchandise sells at a comparatively high unit cost or you have a family of products.

Retailers and Advertising

Now and then small space advertisements work wonders but usually, in the case of furniture for instance, it takes large space advertising in newspapers to make people realize that some event of big interest is being held at the retailer's store. When he comes forth with a full page or half page advertisement on your merchandise, then his customers know that now is the time to buy.

Then you will want smaller follow-up advertisements for as one retailer said in telling about a big mattress sale he held, "Crack loose with a full page. Then use smaller advertisements throughout the week. It's the man who whoops it up and follows through that gets the business these days."

No one could prepare retail advertisements that would please every dealer. For that matter, one's own national advertising seldom pleases even the executives of the organization no matter how well it may be doing its work. When it comes to retail advertising, the big accounts in a few metropolitan centers may not use your advertisements just as you prepare them but if they adapt your ideas, layout suggestions and perhaps your copy then you are doing a good job and the great majority of your retailers will get business in line with your advertising plans.

That is what to aim at—advertisements that carry selling

power, that will get immediate sales for your retailers. And in return, you will get added business as well as greater retail advertising devoted to your merchandise.

In December, 1926, we found that Kroehler retailers devoted \$50,000 worth of newspaper space to our furniture. This figure was checked space as shown by a clipping service and is based on local retail rates. Approximately 5 per cent of retail furniture advertising is done during December, according to the most reliable figures we have been able to obtain, but to be safe, say that 8 per cent is done during December. At that rate, Kroehler is securing more than \$625,000 worth of active advertising cooperation from its retailers.

This figure alone is the answer to the question of whether retailers will feature a nationally advertised product and use advertising plans prepared by a manufacturer.

They will if the plans will bring them business.

Robertson Heads New Dry-Ice Plant

ROBERT R. ROBERTSON has been appointed manager of a new dry-ice plant now under construction at Chicago, by the Dry-Ice Corporation of America. He was formerly manager of a subsidiary, The Mayfair Ice Cream Corporation, which he organized and operated to demonstrate the feasibility of marketing ice cream through grocery stores in dry, factory-packed packages, like coffee.

President George D. Full of Chicago has announced that the name of his company has been changed from Triple Metals Corporation to Dudley Lock Corporation, effective December 1, 1927.

Harris-Polk Hat Company, St. Louis, recently announced a consolidation with Keith Brothers & Company, Chicago, another large hat house.

THE PARTY LINE



In Need of Our Help

IT GIVES me great pleasure to receive my copy of *SALES MANAGEMENT*, and I get many meaty suggestions from perusal of it. However, in digesting the many interesting topics, there is always the thought in my mind that the problems we in the wholesale coal trade are called upon to solve are somewhat removed from other lines of business, mainly because, as an industry, the coal man nationally is, to say the least, in a most untenable position.

We have intended writing you before asking if the distribution of your magazine is not such that an industry like ours may have some consideration from you. While I understand that of necessity topics must be generalized, it occurs to me that basics, especially the coal business, are badly in need of help such as you render.—J. G. Butler, Western Manager, Central Pocahontas Coal Company, Cincinnati, Ohio.

Curtain Call for Mr. Olson

WE WOULD like to have permission to publish in our house organ, which goes principally to our salesmen, the article, "Put-It-Over Olson," by Mr. B. J. Williams, which appeared on page 27 of the January 7 issue of *SALES MANAGEMENT*.

If it would also be possible, could you send us electro of the illustration on page 28, column 1?—W. A. Duncan, Advertising Department, Palmolive-Peet Company, Chicago.

More of the Same

UNLESS it is against your policy, may we have your permission to reproduce in the *Pacific International Exporter* the excellent article, "Three Ways to Start Building an Export Business," by Enrique C. Steinacher, that appeared in the December 24 issue of *SALES MANAGEMENT*. May we also borrow the cuts used to illustrate the article?—Charles R. Daggett, Associate Editor, Swetland Publications, Inc., Los Angeles, California.

And Still More

IN THE January 21 issue of *SALES MANAGEMENT* appears an article, "How One Small-Town Dealer Added Over \$240,000 to His Sales," written by J. D. Kerwin.

We edit a small house organ, going to 1,700 retail hardware dealers in Iowa, and would appreciate very much special permission to reprint this article of Mr. Kerwin's in our own publication, called the "Brown-Camp Tie-Up."—James L. Cole, Battenfield and Ball, Des Moines, Iowa.

[The editors of *SALES MANAGEMENT* are always glad to grant to subscribers permission to reprint articles from the magazine in their house organs when such reprinting does not interfere with book rights or other special arrangements. And we are pleased, too, to cooperate with the editors of house organs and other publications to the extent of loaning illustrations to accompany the articles.]

Better Men

YOUR publication, *SALES MANAGEMENT*, has meant a great deal to us. Timely hints and suggestions from its pages have made better men of us all.—B. F. Martin, Manager, General Baking Company, Detroit, Michigan.

Chase and Schlink

WILL you be good enough to let me know what merchandising and advertising experience Messrs. Stewart Chase and F. J. Schlink, authors of "Your Money's Worth," have had?

If you do not have this information, do you know where I can get it, as I am very much interested in getting a business history of these men.—Joseph Kraus, Advertising Manager, A. Stein and Company, Chicago.

The Main Criticism

THE main criticism I have to offer about the articles as published in *SALES MANAGEMENT* is that they are mostly the experience of large manufacturers, such as the Gillette company, who are national advertisers and are not as interesting to

smaller manufacturers such as ourselves.

We believe that if you will look over your circulation list you will find that the percentage of national advertisers in proportion to the total circulation is very small.—Ben Nichols, Manager, Schaeffer Bros. and Powell Mfg. Co., St. Louis, Missouri.

Very Much Interested

I HAVE just finished reading the article by John L. Scott in *SALES MANAGEMENT* describing the work of D. A. Beeler for the Commercial Furniture Company and am very much interested in the course of instruction which he outlines for his salesmen. Would it be possible to obtain a copy of this course? While we would probably not be able to use much of the information, his approach to the subject and general method of treatment would be valuable to us.—F. C. Joerns, Joerns Bros. Furniture Co., Stevens Point, Wisconsin.

First Coal, Then Public Utilities

I HAVE for some time been familiar with your magazine, but my recent subscription was the first taken.

For nine years I have been handling sales for electric, gas, water and street railway companies. As you probably know, public utilities are becoming more and more active in sales work. In fact, I might state that they are about the most active sales group in the country at the present time.

This statement not only applies to the sale of securities, but also to the sale of appliances and the commodities these public utilities manufacture. Public relations work, which is a highly specialized and systematized form of salesmanship, is now looked upon as perhaps the most important development among public utility companies.

I have read numerous papers and made numerous talks on this question at conventions of many organizations, and would be pleased to see you give some attention to it in your magazine. This is simply made as a suggestion.—Edward J. Cooney, Assistant to the President, Port Chester Water Works, Port Chester, New York.

In All America *first!*

Comparative figures now available show that *National Advertising Patronage* in 1927, again accords *First Place*, among all six-day newspapers in America, to the

Newark Evening News

Such unmistakable preference, shown by seasoned, experienced Advertisers, must be taken as conclusive proof of the Pulling Power of the medium and the productiveness of the territory it serves.

Newark Evening News

Always Reaches Home

EUGENE W. FARRELL
Business and Advertising Manager
215-221 Market Street, Newark, N. J.

O'MARA & ORMSBEE, INC.
General Representatives
New York Chicago Detroit San Francisco

How Remington-Rand Handled a Merger

(Continued from page 290)

receiving fewer calls than they had been receiving from the various units prior to the merger.

Even though the complaints were unreasonable the Remington-Rand officials recognized a real danger if the business public began to think that Remington-Rand men were calling too frequently. So a plan of interchanging leads was devised which has worked unusually well, and minimized the number of calls, saving a vast amount of salesmen's time.

Some Merger Conveniences

To facilitate this interchange of leads a small form was printed, called the "Cooperative Prospect Card." On this card the salesman only has to write his name, as the originator of the tip, the name of the prospect, the man to see and his position. Then the salesman checks whether or not the prospect is interested in any of the Remington-Rand products. He also checks the reason why the prospect is interested, so that the salesman who receives the tip will know whether the prospect is making alterations, improving methods, expanding, or has found new applications for the product.

This cooperative prospect card goes to the operations manager who decides who will follow it up. He also decides, often through consultation with the various divisions involved, who shall be the chief contact man for this prospect. Here is the way the plan works out and how it saves a lot of unnecessary scouting and cold-turkey canvassing.

A Remington-Rand man from the loose leaf division called on a prospect in a town near Los Angeles, but was unable to sell him any loose leaf equipment. While making the call he learned that the prospect might be interested in an additional typewriter. The loose leaf salesman made out a cooperative prospect card and turned it in to William Burk, the operating manager. In deciding who was to contact this man it was learned that one of the visible systems men was personally acquainted with an official in the

prospect's organization. So the visible systems man was selected as the contact man in this case. This man called in company with a Remington typewriter man, introduced the typewriter man, and sold five machines. While they were selling the typewriters it was learned that some additional filing equipment was needed.

The Library Bureau man was called in to take care of the filing needs, and before he had finished with the customer, a need for adding machines was discovered. So the Dalton man was called in and two Dalton adding machines sold.

By this time the customer had found that he needed certain loose leaf equipment and the loose leaf man (the salesman who made the original call in an effort to sell loose leaf, and failed) was called back on the job and a complete loose leaf system sold and installed.

As Mr. Burk, the Remington-Rand operating manager said, this case is perhaps an unusual example of the way the cooperative prospect system is working out, but it is typical to the extent that it is helping all the salesmen sell more merchandise and equipment.

Leads Will Be Plentiful

It is hoped that this cooperative lead system will eventually eliminate the necessity of the salesmen making any cold-turkey calls of any kind. After keeping records of calls for many years Mr. Burk has found that it takes twenty-nine cold-turkey calls to equal one call on a live lead or a good tip from a fellow salesman. Think of it! The ratio is twenty-nine to one against cold-turkey calls.

Shortly after the merger was completed Mr. Larter, the district manager, installed a complete direct-mail system, whereby all the various divisions were given the benefit of a complete direct-mail advertising department, completely localized for the needs of the Los Angeles office. Under the pre-merger plan of operating all direct-mail effort came from the factories back east, but today

it would be possible for a customer to receive direct mail the day after a salesman called if it was deemed advisable.

In the matter of territories it was quickly learned that no drastic revision could be made quickly. Because of the highly specialized work of many office systems and equipment salesmen, certain men in the old organizations had been calling on certain lines of industry without regard to territorial boundaries. For example, one might have been specializing on oil companies, another on insurance agencies, and another on retail stores.

With all this complicated territorial alignment to cope with it was announced that no territories would be cut, revised, or any accounts taken away from men without their full permission. If territorial changes were found necessary all salesmen involved were called in and the matter thoroughly discussed from all angles before any action was taken.

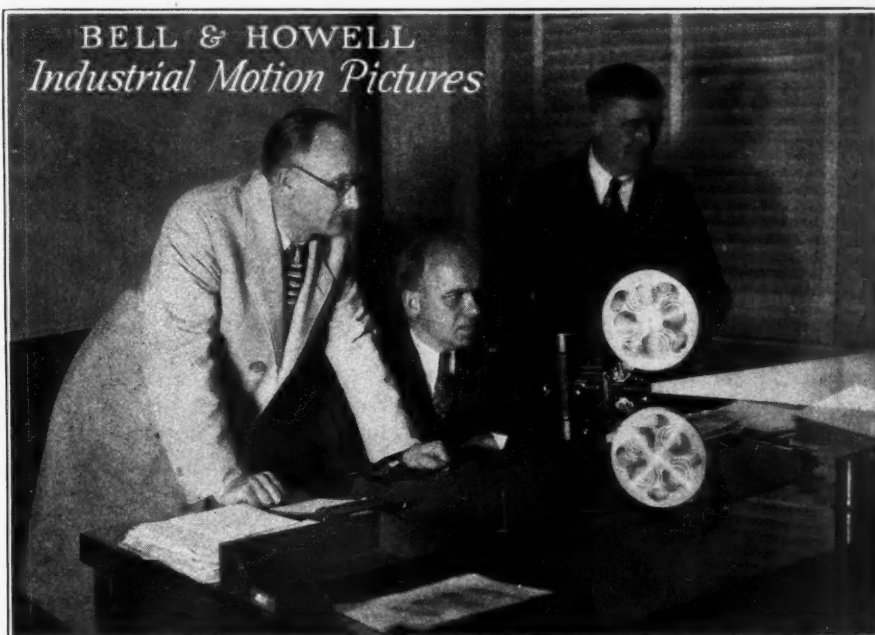
Merger Already Shows Results

In order to protect the various men, a system of registering prospects was devised, whereby a simple card could be filled out and filed in the general office which would protect all salesmen effectively.

Officials of the Los Angeles Remington-Rand office do not look upon the merger as a complete or perfect thing. Nor do they lose any time in "pointing with pride" to their achievement. They are more interested in developing sales to higher levels than ever before, and almost every day sees some old record shattered.

Reduced rent, lowered overhead, better coordination of sales work, less lost motion, less time spent by salesmen on "paper work," better coordination of sales promotion and direct advertising work with personal sales effort, and what is still more important, better service to customers of the organization are some of the things already accomplished by the merger, as they have been explained by officials of the company.

The Stewart-Warner Speedometer Corporation has placed its advertising account with the McJunkin Advertising Company, Chicago.



"Here our salesman has the attention of the General Manager and Factory Supt."

... CATERPILLAR TRACTOR CO.

"Has the ATTENTION"—! Get that! And with it, he commands the eye that leads to the buying impulses of the BRAIN.

Caterpillar Tractor Co. has over two hundred Bell & Howell Filmo Projectors in use, telling their sales story through *motion pictures*. They have recently sent projectors and films to Japan, New Zealand, South America, Africa and other parts of the world. They write: "The International General Electric Co., one of our dealers in South America, has just written us that they attribute much of their success in South America to the use of three Filmo Projectors and our promotional films."

The time is past, gentlemen, when the buyer acts on "sight unseen." While he discounts a nice percentage of the fiery verbiage of enthusiastic salesmen, he *has* to believe what he sees *with his own eyes* in well planned and executed *motion pictures*.

A Bell & Howell Service Complete

Bell & Howell Co., world leaders in the production of motion picture equipment, offers you an industrial sales service complete: plotting the sales scenario, writing and titling it, taking the motion pictures with Bell & Howell-made \$5000 Standard pro-

fessional cameras, printing films either standard theatre size or 16 millimeter width for use in handy Filmo Projectors—and retaining your master negative on file for future prints in either size.

Without Charge

—we will study your sales problem, outline complete sales scenario, determine minimum footage to do a job, and submit original estimate of cost. Mail this coupon now for our illustrated booklet "Seven Modern Uses of Motion Pictures in Industry," containing an amplified summary of our whole profit-building motion picture sales proposition.

BELL & HOWELL CO., 1810 Larchmont Ave., Chicago, Ill.
New York Hollywood London (B. & H. Co., Ltd.)
Established 1907

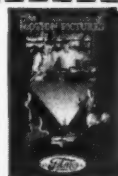
BELL & HOWELL CO., 1810 Larchmont Ave., Chicago, Ill.

Please mail me, without obligation, your new sales treatise "Seven Modern Uses of Motion Pictures in Industry."

Firm Name

Individual to address

City..... State.....



A Salesman Who Broke a Record

(Continued from page 288)

their own, he knew exactly when to follow up customers and be sure of getting their re-orders on a single call.

Since that sales convention back in 1924 when he mounted the platform at a national sales convention and explained his system to all the other Todd salesmen, they too have been using it—some of them, at least—and those who have, have found their sales improving materially because of it. Of course, there are salesmen in this as well as in any other business who “aren’t much on detail,” as they express it. The work of such men is, and always has been, limited by their refusal to do the routine jobs necessary to success in selling.

Saving the Customer Money

The general use of Mr. Andrus’ card indicates, then, something of the influence a single thoughtful, resourceful salesman can exert over an entire sales organization. But this salesman’s ideas didn’t stop there. He saw a way of simplifying his work still further, and acting upon the suggestion, originated another plan which has likewise worked out to his very great advantage.

It took the form of a contract by which the large buyers of checks could contract for their requirements two or three years in advance and thereby profit by the minimum rates obtained through quantity orders. Taking another typical example to show how the plan works out in actual practice, a Chicago dairy company has branches in dozens of different cities. All its checks are printed the same except for the names of the cities in which its branches are located, and the name of the bank in which each is a depositor. To fill in these names, a second run is required, of course.

Ordinarily, this concern bought its checks in small quantities as they were needed by each branch. It was paying a higher rate, and consequently a higher commission to the salesman, but hadn’t considered buying them any other way until Mr. Andrus came forward with his new plan. Now that company has the entire run of checks printed on contract,

and then, as the various branches need checks, their individual requirements can be taken care of quickly and comparatively less expensively. While Mr. Andrus doesn’t make quite as much money under this arrangement on commissions, he is rendering a real, helpful service to his customers which always is repaid in the end. Besides, it prevents the possibility of competitors breaking into the picture.

A “Check” Manager

There are other advantages to the contract plan, too. For example, one large corporation ordered a supply of 300,000 checks on one occasion, with the name of the bank to be imprinted in red. On Mr. Andrus’ recommendation, however, the name of the bank was only printed on 50,000 of them at first. That many would last over six months and there was the possibility that something would come up to make it advisable for the company to change its banking connection. In fact, before that first supply was quite exhausted, the company did put its money into a different bank. Unless Mr. Andrus had shown the foresight he did, the other 250,000 checks would either have had to be changed, marring their appearance, or would have been a total loss.

So well has this salesman serviced his customers that over fifty large Chicago companies have given him full responsibility for taking care of their check requirements on this contract basis. Between two and three hundred others are served under the plan mentioned first; that is, leaving it to him to notify them when his card index file tells him that it is time to re-order. These latter companies do not buy checks in such huge quantities as to make it advisable for them to give him their contract, as the saving would not warrant it, but they are dependent upon him to look after their need none the less.

Doing the vast volume of business he does, if Mr. Andrus did not have these two systems to help him he would have little or no time to go out after new business. As a matter of fact, prac-

tically half his day is taken up, as it is, with the necessary filling in of cards, making out reports, filing follow-ups properly and writing up orders. But his actual selling time to old customers has been reduced to a minimum. When re-orders fall due, he is there to take them. On his contract business he has laid his foundations so effectively that usually when customers need more checks they simply mail him their orders. That leaves him time to find new customers, which he has never failed to do steadily.

“After all,” observes Mr. Andrus, “there are only three or four simple things about selling that have to be observed. If you know enough about your goods, try to be courteous and friendly, and give your customers the best help you know how, selling is more fun than it is work.

Simple Selling Rules

“It’s largely a matter of getting started right. As far as knowledge is concerned, you can’t be too well posted about what you’re selling, of course. But the big thing is to be able to use the knowledge you have. The hardest order I ever took was from one of the biggest food products manufacturers in the world. The company’s offices are in Chicago and for five years I kept passing on to the different men in its organization all the information I could find about the need for paying employees by check.

“Every time a payroll holdup occurred in Chicago—which is all too frequently, as the whole world knows—I’d see that it was brought to their attention. Every time a clerk was killed or injured while carrying currency to meet payrolls, I’d let them know about it. In short, every bit of sales information I could get my hands on would find its way to them. After five years of that sort of thing they finally decided that I was right. Their payrolls require something like 250,000 checks a year.

“I’ve taken orders through elevator operators, ex-office boys and stenographers, and those experiences have been more than enough to convince me that a salesman can’t afford to be discourteous or unfriendly to anyone.

"This next may sound like a contradiction of the statement I just made, but I don't think it is. It is just another form of friendliness that people appreciate if it's done in the right spirit. Anyway, I believe it's worth telling.

"The treasurer of a big local company makes a practice of trying to scare everyone who talks to him out of his wits. The first time I ever saw him he was bawling out a salesman in as loud a voice as he could. He seemed to be getting a lot of fun out of it, so I decided to play his own game.

The Friendly "Bear"

"When my turn came I stood up and talked just as loud as he did. I didn't let him drown me out. And I could tell right away that he liked it. I've handled his business for years now, and whenever I'm with him we both shout at each other and enjoy ourselves immensely. We put on a regular vaudeville act for the rest of the office, with everybody having a good time. His secretary told me one time that he wished I would call on him oftener; he liked to have me talk to him.

"In the last analysis, though, it's service that holds customers. You can get them by knowing your product, by passing that knowledge along to prospects, by being friendly with them and by keeping right after them, but service is what keeps them. I think of a customer who called up frantically one day and asked me to call 'right away quick.' When I got there he thought he was in a terrible shape. Without letting me know about it he had expanded his organization and was using up checks nearly twice as fast as formerly, and he was nearly out before he discovered it. He needed checks by the first of the week, and what could I do about it? It was Wednesday then.

"I'll have them here for you," I told him as determinedly as I knew how.

"But how can you do it?" he asked.

"I don't know yet," was my reply, "but I'll find a way somehow."

"Can I depend on that?" was the next question.

"I've never made a promise to you I haven't made good, have I?" And he seemed satisfied.



It is GLUE-LOCKED Bankers' Flap Style

FOR SALESMEN'S MAIL—bulky reports and orders—so often mailed in a hurry—that must reach the house intact. Salesmen can cram Glue-Locked Bankers' Flap Envelopes to capacity—seal them quickly—and they stay sealed.

Deep Flap—High Shoulder—Over-Sized Seam Laps—Smooth Gumming (1½" wide) Clear to Corners.

Made in all standard and special sizes—also all grades of paper.

An exclusive product of the Associated Envelope Makers—manufacturers of

Business Envelopes in Every Style and Size

Printed—Lithographed—Embossed—Plain.

Ask nearest maker for **FREE SAMPLES**, and valuable idea book—"Envelope Economies."

ASSOCIATED ENVELOPE MAKERS

Better Equipped to Make Better Envelopes

Coast Envelope and Leather Products Co.
LOS ANGELES

Berkowitz Envelope Co.
KANSAS CITY

Berkowitz Envelope Co.
DES MOINES

Berkowitz Envelope Co.
ST. LOUIS

Brown Paper Goods Co.
CHICAGO



GLUE-LOCKED—Reg. U. S. Pat. Off.

Monasch Company
MINNEAPOLIS

The Wolf Detroit Envelope Co.
DETROIT

The Wolf Envelope Co.
CLEVELAND

Boston Envelope Co.
BOSTON

Berlin and Jones Co.
NEW YORK CITY

Whiting-Patterson Co.
PHILADELPHIA

Oles Envelope Corp.
BALTIMORE

"The only way I could make good on it, though, was to telephone the factory for a rush job and then get on a train and go there in time to get the finished checks and bring them back. I left on Saturday night and was back with them the next Monday morning, which was just when he wanted them. He wasn't in his office when I threw the package on his desk and he didn't say anything about it for a long time.

Service Reaps Its Reward

"In the meantime, as I knew was about to happen, his office started moving to New York. That would take him out of my territory. I knew I was going to lose a good customer, and it had cost me just about all my commission to go to Rochester after that last order of his. But just before he left for New York he called me into his office. Then, for the first time, he told me how much he appreciated the trouble I had taken and said that he was going to double his usual order and he wanted, before he left, to give it to me, even though he would be at his new address.

"Ninety-nine times out of a hundred people will do things like that for a salesman if he has done similar favors. The other person of the hundred will take advantage of him, but the odds are too slight to worry about."

In Mr. Andrus' business the chances of error in orders are unusually high. One of his customers has accounts in over a hundred different banks, and to keep all the accounts straight on the checks requires patience and a close attention to details. It is through a neglect of those important factors that many accounts are lost, but Mr. Andrus has held this one for years.

There are vouchers, lithographed in one, two, or three-colors, dividend checks for both common and preferred stocks, payroll checks, and a dozen other varieties, all used occasionally by a single customer. These, too, involve minute attention, and it is another endorsement of Mr. Andrus' ability as a salesman that, with a higher volume than almost any other man in the sales force, his errors are among the least.

Because of his qualifications as a well-rounded salesman, equally good at creating business through the creation of new customers and

at holding accounts through constant service to old customers, Royal V. Andrus has been presented the first of the gold medals, symbolic of The Dartnell Award for Salesmanship, for 1928. This award has been given since the

beginning of 1926 to leading salesmen in recognition of outstanding creative sales accomplishment. Mr. Andrus' record speaks for itself. It singles him out as a man more than worthy of being the first so recognized this year.

White King Soap Campaigns in Texas Market

WHITE King Granulated Washing Machine Soap, the leading one of the forty-eight soap products made by the Los Angeles Soap Company of Los Angeles, California, is being introduced in Texas during January and February at a cost of \$100,000 in free samples and a large line-age of newspaper advertising. Charles T. Nounnan, national advertising manager, and E. H. Cooper, merchandising manager of the company, have been in Texas since January 1 opening up three divisional offices at San Antonio, Houston and Dallas.

J. C. Olson arrived February 1 to become manager of the Dallas division including a trade territory of 2,500,000 population. Permanent offices were opened in the Santa Fe Building. Ten salesmen will be employed regularly out of the Dallas division with thirty samplers in the territory during the sampling campaign. A total of 1,000,000 ten cent packages were to be distributed free in Texas during January and February. With each package, the sampler gave a coupon entitling the holder to another free package with the purchase of a package.

"The sampling campaign will start in Dallas Division February 6," Mr. Nounnan said. "From February 6 to February 13, 48,000 full size packages will be given out free to housewives. During the same period 2,500 lines of teaser advertising copy will be run in Dallas newspapers. The newspaper advertising campaign will be opened up on February 13 and will be continued throughout the month with copy nearly every day and large displays every few days. Poster advertising and car cards will also be used. The slogan to be prominently displayed in this advertising will be 'White King washes everything.' Preliminary plans already made indicate that at least 90 per cent dis-

tribution will be accomplished in Dallas territory within three weeks.

"Salesmen will sell direct to the jobbers and retailers will obtain their stock from the jobbers. The first carload was shipped to arrive in Dallas on January 31 and several other carloads timed to arrive at intervals of a few days. White King is made to serve a purpose and not to compete with a price, so this fact will be stressed in the advertising copy. A booklet on cutting down the labor of washing is being prepared for distribution to customers and prospective customers. During the opening up campaign house to house demonstrators will be sent throughout the state.

"Texas is the seventeenth state in which the Los Angeles Soap Company products have been introduced. As soon as the introductory work in Texas is finished divisional offices will be opened up in Arkansas and Louisiana this spring. Other states in which the organization is completed are: Iowa, Nebraska, South Dakota, Colorado, Kansas, New Mexico, Arizona, California, Oregon, Washington, Idaho, Montana, Wyoming, Utah, Oklahoma, and Nevada. A large amount of our soap products are exported.

Officials of the company are: Charles A. Meyer, president; A. C. Bude, vice president and general sales manager; E. M. Finehout, assistant general sales manager; Charles T. Nounnan, advertising manager, and E. H. Cooper, merchandising manager.

The corporate name of The Retail Publishers, Inc., Appleton, Wisconsin, has been changed to Midwest Publishing Company. Among the company's publications are the *Wisconsin Retail Merchants Advocate*, *Poultry Farmer*, *The Master Builder*, and *The Wisconsin Magazine*.

They Packaged Sponges

(Continued from page 286)

each additional washing, apparently, still more animal matter could be removed.

In those days dealers bought by the bale and by weight. Frequently they could not find out the exact number of pieces to the bale. They simply bought so many pounds gross weight, less 3 per cent "tare," which was supposed to represent, approximately, the weight of the rope and burlap used in baling. Today as much as 10 per cent is sometimes required to cover the tare allowance, but nevertheless the 3 per cent figure is still customary.

Put Up to Fill Any Need

In a dealer's stock, a bale of sponges would often shrink between 10 and 20 per cent in weight if they remain pressed. If he washed any of them before selling them, they would lose as much as a third of their weight. But the dealer didn't know all this. The concerns which sold him his sponges neglected to tell him.

Since, as I have pointed out, the weight cannot always be held stationary, it was our contention that buying and selling by weight should be confined strictly to full bales, with the size and count guaranteed. In cases where the sponges were to be sold to jobbers for re-sale to dealers, we introduce the system of washing them out thoroughly, tagging them and packing them attractively in cartons.

The idea seemed to be a good one. Corrugated boxes lent themselves admirably to this packing. Neat and attractive packages were prepared with suitable labels naming the grades and uses. Each sponge was tagged with the trade name and guarantee. While small packages, suitable for jobbers and retailers, are the rule and smaller stocks are carried than formerly, quicker turnover, cleaner merchandise and larger sales have been the result.

Just as crackers, molasses, oatmeal and similar foods, formerly sold in bulk, are now marketed in identified packages, so sponges are now purchased for any purpose with assurance that they will be suitable for any particular need. Moreover, the price is no higher

than would be the case for bulk goods, when the elimination of waste, soiling and moisture are taken into consideration. The attractive packages have increased sales immensely. And interest on the part of the trade, both wholesale and retail, has been stimulated most favorably.

The average dealer, under the old system, was dissatisfied with his sponge business. Because of the losses which developed, he took no particular interest in it. When we first called on dealers to introduce the package plan, most of them threw up their hands in disgust. But the more disgusted dealers were with the old method, the more certain we were of being able to interest them in the new. Formerly they took a chance every time they bought a bale of sponges because, being in a pressed condition, they could not tell anything about their appearance or quality. Under our system, they could tell immediately just what they were buying and their appearance was enhanced still further by attractive packages.

Each Sponge Price-Tagged

Another innovation we brought about was to place a value on each individual sponge. Every piece in a box is bound to be different, no matter how carefully they are assorted. Some are always worth more than others. Instead of offering a large lot at a certain retail price, and having the best pieces sold quickly with the remainder not so salable, this new packing has every piece in the box individually valued by experts in our packing plant.

In this respect, sponges are no different from a string of horses or different vintages of wine. In fifty horses of the same size, color, type and age, some naturally would be worth more than others. Neither is—or rather, was—all wine the same price simply because it is Port or Burgundy or whatever the kinds were. Consequently a lot of sponges which should sell for an average of \$1.50 each will contain some worth \$2 or \$2.50 and others not worth over \$1. Our method of retailing, then, places the proper

(Continued on page 343)

Food Advertisers

—meet these
28,000 women

WHEN the Elmira grocers held their food show they naturally sought the Star-Gazette-Advertiser's support. There was no cooking school—simply exhibits and the customary music. Yet 28,000 women paid admission to this event. The food show is a yearly affair, but for these same women this newspaper is a daily buying guide.

ELMIRA STAR-GAZETTE- ADVERTISER

Elmira, N. Y.

one of the

GANNETT NEWSPAPERS

Rochester Times-Union
Utica Observer-Dispatch
Elmira Star-Gazette-Advertiser
Elmira Sunday Telegram
Ithaca Journal News
Newburgh-Beacon News
Olean Herald
Hartford, Conn., Times
Plainfield, N. J., Courier-News

J. P. McKinney & Son, National Representatives
New York Chicago San Francisco
John J. McConnell, Western Manager

Binders

for Sales Management

Each binder will hold thirteen copies of the magazine. Each issue as received can be easily and securely fastened in the binder which will open flat like a book. Made of heavy, durable material and bound in SUPER-FINISH ART LEATHER.

Price, \$2.00 each, postpaid

SALES MANAGEMENT MAGAZINE

4660 Ravenswood Avenue
CHICAGO, U. S. A.



EDITORIAL COMMENT



Aggravating Competitors

A business man who has given a great deal of thought to the business trend suggests that the time has come when we must be satisfied with our present sales volume, and concentrate our efforts on holding what we have rather than reach out for new business. His theory is developed around the fact that production has now outdistanced consumption. He feels that if we continue to spend large amounts of money for more salesmen, more advertising, and more promotional effort, all we will accomplish is to get the business away from the other fellow, thereby compelling the other fellow to spend more money to get the business back. Net result: No one will make any money. No one will dispute this theory. It is a perfectly sound theory. It would be fine, indeed, if some Mussolini could step forth and, waving the magic wand, order all competition for new business to stop. But we have no Mussolini, and the average sales manager is too busy getting business to worry much about inconveniencing his competitors. It is the old story about the foolishness of five milk wagons going down one street every morning when one would do just as well. Quite true—but *which* one? The unpleasant fact is that any business organization that contents itself with what it has, and adopts a policy of marking time, is doomed. There is no quarter given or asked in the competitive situation which is setting-in. Only the most aggressive and progressive will survive, and in the end those who have shown the best sales generalship will win. And the first principle of generalship is to stay on the offensive.

The Taxicabs Are Coming

In spite of the warning by Frank S. Cunningham of Butler Brothers that the saturation point in opening chain stores has been reached, and that nearly all the new chains are being opened in the larger cities, Montgomery Ward & Company, backed by Morgan, announces plans for a 1,500 store chain reaching down into towns of 5,000 population. Investors thought well enough of the prospects of the enterprise to run the stock up to 149—when a few years ago it went begging at 49. Simultaneous with the announcement of the Morgan chain store activity comes a news release that a Canadian syndicate has invaded Chicago with a chain of Loblaw Grocerterias, of which there are to be 100 scattered throughout the city and its suburbs. One cannot pick up a business publication these days without reading of new chain store activities. Chain store securities are the new Mississippi Bubble. No matter how much or how little you know about merchandising, if you have friends, you can sell stock and start a chain of stores. Manufacturers in self defense are rapidly taking over their own avenues of retail distribution, either operating the stores openly or incognito. Wholesalers are getting into the game. The big electrical companies are buying and regulating distributors and forging

them into nation-wide chains under one central management. So it goes all through business. It is not a new development. The handwriting has been on the wall for at least twenty years—but the development now seems to have reached a point where a new force enters the picture. Thus far the competition has been chain against independent. From now on it will be chain against chain and may the devil take the hindmost. Before we do too much talking about the newer system of American distribution and pat ourselves on the back for our enterprise and efficiency, it might be well to wait until the smoke of the oncoming battle clears away. The independent merchant is standing on the Marne, but he is a long way from being out of the picture for the taxicabs are coming. His enemies will soon be turning on each other. Independent stores still do 65 per cent of the country's retailing, and they will continue to do the largest part of the business for many years to come. The merchant with ideas, good judgment and enterprise has just as good a chance to make money in business today as he ever had. But he must recognize the battle of the chains as an opportunity and chart his course away from the rocks for which most people seem to think he is headed. The days of pleasant drifting in the retail business are over. To be successful today a merchant must paddle his spar, and paddle in the right direction.

Trade-Marked Lumber

The directors of the National Lumber Manufacturers' Association are to be congratulated in deciding in favor of grade-marking and trade-marking the product of its members. The fact that steps will be taken to make both the grade-mark and the trade-mark mean something is particularly commendable, because too many associations have spent large sums of money advertising the product, without first taking the necessary steps to insure uniform quality. Advertising costs money. The only way an association can get that money back is to keep the product uniform. If the product is not uniform the advertising will react the other way, and people will remember the name, only to tell others not to buy it. There is a real need for grade-marking and trade-marking lumber. It will stabilize the price situation in the lumber field, it will protect the home builder and the lumber user, it will put the contracting business on a sounder basis and it will focus the demand for lumber bearing the association brand. But it will not do these things unless a well-thought out and adequate educational campaign is to be conducted in the press of the country, on the bill boards, and in the trade papers. The National Lumber Manufacturers' Association, of course, has definite plans along these lines. But we hope that it will not underestimate the size of the task, as some other associations have done, and spread its advertising too thin at the beginning. Such a course might be fatal to the success of this effort.

Mr. McGivena Says Mr. Norvell is "All Wet"

REGARDING Saunders Norvell and his "Bigger and Better Elephants" story in your issue of January 7.

I think Mr. Norvell goes out of his way in taking a crack at New York City. The telephone book lists two residences for him on 36th Street near Fifth Avenue and in Larchmont. Anybody who lives in that location on Manhattan exposes himself to a lot of accidents. I do not know much about Larchmont but my experience generally with New York suburbs is that you can always find a level you like.

There are a lot of people down here who overspend, overdrink, overplay, overspeculate, and overwork personal pronouns—but there is no legislation or compulsion to associate with them. You will find cliques of the same people today in even the smallest towns.

If you are going to live on Main Street in a boom town you will have to pay boom town prices. New York City will always be a boom town as far as business is concerned. And Manhattan is flooded with more than 100,000 transients a day who come here to shoot the roll. No resident has to compete with these people unless he wants to.

On the other hand, if Mr. Norvell insists on being president of a large company doing a national business, he must realize that the compensations of that position are going to be balanced by some disadvantage.

The tale about the restaurant was really too bad. It resembles very much what happens to any 100 per cent American corporation when prosperity comes quite suddenly. A similar situation prevails in a lot of tank town railroad lunch rooms when the trains are in, or in cross road villages on main automobile routes. Meanwhile, there are at least a thousand other Italian restaurants in this city that have not been spoiled by prosperity and still offer a large field to the enterprising pioneer.

Mr. Norvell's article is a typical outsider's viewpoint of New York City, a viewpoint that is errone-

ous and unfair, that makes our job harder in selling this market. Thousands of business men come down here every year, spend a few days or a few weeks in the Times Square district, insist on going to the best hotels, buying theater tickets from scalpers to see the shows they want to see when they want to see them, making suckers of themselves in night clubs—and go away with an impression that New York is too expensive, too extravagant, too uncomfortable to be a good market. When, as a matter of fact, the bulk of the population down here is no different from regular or ordinary people elsewhere.

There are probably more people in the borough of Brooklyn who go to bed before eleven o'clock than in any other city of the United States. It doesn't cost any more to rent a house, keep a car, do business with the grocer or butcher or undertaker than it does anywhere else—if you pick your spots. Any man who insists on living at or near the Book-Cadillac in Detroit, the Ritz in Boston or Philadelphia, the Blackstone in Chicago, or any other hotel district in any fair-sized American city, is going to find himself faced with expenditures and inconveniences.—L. P. McGivena, publicity manager, *The News*, New York City.

AC January Sales Reach New Peak

JANUARY production report of the AC Spark Plug Company shows an increase of 25 per cent over January a year ago, the previous best January in the history of the company, while employment figures reveal a gain of 16 per cent.

The increase, according to B. W. de Guichard, president and general manager, is a reflection of the continued healthy business condition within the automotive industry, as it represents a large original equipment business to car manufacturers as well as greater resales through distributors and dealers.



Frank B. McKenna

McKenna Joins Coal and Lumber Company

FRANK B. McKENNA formerly advertising manager and service department head of the Atlas Portland Cement Company, has joined the Comfort Coal-Lumber Company, Hackensack, New Jersey, as general sales manager. In addition to the active management of Comfort sales, Mr. McKenna will work in close cooperation with Hiram Blauvelt, vice president of the company, who is in charge of advertising.

On the Personals page of the January 7 issue of *SALES MANAGEMENT*, we made mention of the recent appointment of H. G. Kenagy, as being in charge of the educational and research department of the Hartford Fire Insurance Company. To correct, Mr. Kenagy has joined the staff of the Life Insurance Sales Research Bureau of Hartford, Connecticut, the trade association of the life insurance companies of the United States and Canada. He was formerly director of training at Armour and Company.

The Keystone Varnish Company, Brooklyn, New York, has appointed Edwards, Ewing & Jones, Inc., to direct its sales and advertising activities. The Keystone company had its beginning in 1828 and is claimed to be the first company to bring out a flat wall paint.

Training Salesmen to Buck the "Business Conditions" Objection

(Continued from page 308)

that "there is one successful method to meet that excuse from the buyer and that is the old principle that the merchant cannot sell merchandise which he may expect to order at a later time. He must keep his stock on hand to supply his customers, for when he is out of any commodity his customers look to his competitors for their supplies."

Mitchell Heinemann, general sales manager of the Jantzen Knitting Mills, gave the same answer when he said: "We find that one of the best answers to a question of this kind is that the improvement of business depends a good deal on the filling of needs. If a store's customers have had their needs filled, naturally they are not going to buy more merchandise. The thing, then, is to create a desire on their part for more merchandise, and this can be done only by giving them something new or different."

Disadvantages of "Waiting"

"If it is a staple commodity under consideration," wrote Charles Lamb of the Great West Saddlery Company, Limited, "the problem loses some of its difficulties, for if the merchant has not the stock, he cannot hope to be in a position to sell. We suggest the advantage of placing orders because of the probability that prices will go against the buyer at a later date, and also his inability to advertise and meet competition if he withholds."

C. B. Eckman, Chicago district manager of the Fuller Brush Company, stated: "If a merchant's trade asks him for merchandise which he is unable to supply, it is inclined to go elsewhere and perhaps will continue to deal where the strongest leadership among merchants is found."

The business of the White & Bagley Company is conducted largely through jobbers, and E. G. Bagley, secretary of the company, mentioned that "when the jobber tells us that he is uncertain about business or believes that business will be poor, we try to make him realize that if he carries a complete stock of our mer-

chandise, and goes out after the business, he is bound to get good results."

The Hobart Manufacturing Company appeals to prospective users on the basis of profits to be gained by immediate installation and losses if the purchase is delayed, according to Irving Wilson, Canadian manager. "It is comparatively easy to show the amount which would actually be lost by waiting six months or so 'until business improves,' he declared.

Results of Not Buying

Among the sales executives who instruct salesmen to explain to reluctant customers that their very reluctance retards the improvement of business still further are Fred W. Johnson, assistant sales manager of The American Seeding Machine Company; Joseph Pollak, president of the Joseph Pollak Tool & Stamping Company, Inc.; Charles M. Ide, general agent of the Massachusetts Mutual Life Insurance Company and D. G. Phelps, general sales manager of Colt's Patent Fire Arms Manufacturing Company.

"We tell dealers that by holding up orders they become part of a chain of purchasers who will make business conditions bad," commented Mr. Johnson. "We ask prospects whether they wish to aid or hinder improving such a condition as they assume exists," added Mr. Ide, while Mr. Phelps explained that his salesmen "put the buyers in the position of helping business improve by buying or assisting in stagnation by not buying."

Frank Reich, a salesman of the Marshall-Wells Company, made this statement: "General business is the result of cumulative effort on the part of business men. No man would say that he would put off playing golf until he had first learned to play. For the same reason he must realize that to have any improvement in business he must proceed in a regular way by placing his orders and selling a greater volume."

One of the most interesting plans for arming salesmen to

meet this objection was that reported by E. M. Bush, general manager of William C. Moore and Company. "Our method of combating this mythical evil," he said, "has been to get from our salesmen their own arguments and then pass such arguments along to the rest of the sales force."

The salesmen of the Mutual Benefit Life Insurance Company likewise have an effective reply to the objection. In the words of W. R. Wilkerson, general agent at Denver, he tells such a prospect that "many men have made their greatest winnings in quiet years merely because they took advantage of the current pessimism. While other men were hedging, they expanded. One of our men," he added, "had his largest volume in 1921, one of the quietest years we have had."

A Few Good Antidotes

According to E. J. Dougherty, of the Newsome Feed and Grain Company, the argument that "when the consumptive demand is poor or when conditions are uncertain, prices reflect the situation and make the present an excellent time to buy to advantage" is a very good point to stress.

David Murray, president of the Craftex Company, urges his salesmen to tell buyers that poor business, as it is discussed and deplored by executives, according to statistics, is a falling off of only a small per cent of the total business enjoyed in good times. "When you refuse to push your products during a time like this," a salesman declares, "you are not only losing the opportunity to get the total business done in good times, minus this small per cent, but you are giving your competitors the opportunity of getting his normal business plus what you do not endeavor to get."

"It costs you plenty to do business, but more if you don't!" was the statement made on one occasion to a hesitant buyer by Leo H. Cohen, advertising manager of the Samuel Cohen Shoe Company. "I have known men to sell

quantities of shoes even in districts and localities affected by strikes and business depressions," he added, "by stressing the point that in periods of tight money people must buy the inexpensive commodities, or the commodities which give the most wear for the money."

In selling advertising, Robert B. Bolles, of the *Janesville Daily Gazette*, has found this a good stimulant: "You don't postpone putting up your signs, putting in your display windows or unlocking your store door. While you are postponing your advertising, many of your prospective customers are postponing trading with you."

Pulling Through the Mire

"When business is slack," said A. L. Laing, of the Harris Abat-toir Company, Limited, "increased effort must be put forth in order to stimulate sales. I tell prospects, 'When you are driving an automobile through sand, or anywhere else where the going is tough, you are usually required to give your car more gas to overcome the difficulty. If you don't give it more gas it will stall and you are left on the road until such time as you put forth the necessary effort to dig yourself out.'"

A housewife told Jerome C. Ard of the Fuller Brush Company, that she couldn't buy because she had taxes to pay. Mr. Ard replied: "But probably you agree with Andy Gump when he says that he hates to pay taxes but wishes he had more to pay." And he took her order.

Fred G. Schweizer, a salesman of Evanston, Illinois; H. S. Foy, Jr., sales manager of the Indera Mills Company; Herbert Moss, sales manager of the Trinity County Lumber Company, and H. W. Albright, resident manager of the Western Newspaper Union, agree that when a prospect really postpones buying because of business conditions it is no one's fault but the salesman's. "Why did the salesman permit the prospect to make such a statement?" asked Mr. Schweizer. "The schooling a salesman has had should enable him to handle the objector," added Mr. Albright, while Mr. Moss believes that "if a salesman fails to handle the objection properly, it is just one of his weaknesses—and everyone engaged in selling has them."

When business is bad, or even

Burk Art

PROCESSED

COVERS

for

Books, Price Lists, Catalogs and Loose-leaf Binders

INVITING as a handsome doorway, *Burk-Art* processed covers beckon you into the pages of a book or catalog.

Made of Fabrikoid and other economical materials, *Burk-Art* processed covers are necessarily inexpensive. Furthermore they are extremely wear-resistant. And almost any effect, from plain leather to intricate hand

tooled designs can be reproduced faithfully by the *Burk-Art* process. Write for information.

New catalog out

Send for the new *Burco* catalog if you are interested in loose-leaf devices. The most complete and comprehensive catalog on *carried-in-stock* loose-leaf devices for sales promotion as well as accounting purposes.

THE BURKHARDT COMPANY, Inc.
Larned and Second Streets Detroit, Michigan

BURKHARDT VISUAL SELLING HELPS

The Taxi Weekly

COVERS THE
WHOLE CAB
INDUSTRY

New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.
National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Wednesdays.

Published in Its Own Printing Plant
at 54 West 74th Street, New York City

Our product will help to sell your product

The U. S. Printing & Lithograph Co.

COLOR PRINTING HEADQUARTERS

Cincinnati Brooklyn Baltimore

Let our nearest office solve your color printing problems.



TWINS! It's really funny how a pair of LOWRY BABY CARTOON cuts will put pep and ginger into the job you are doing. They liven things up and add the essential human touch. They are small, but of real Lowry quality.

This one is No. 438. There are hundreds in our catalog.

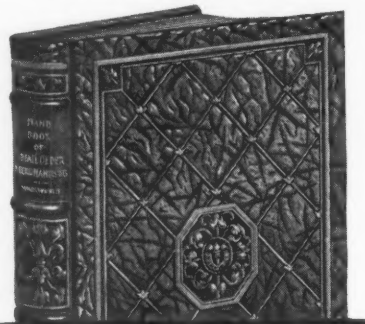
All notched
for initial

**LOWRY CARTOON
CORPORATION**

Mather Tower, E. Wacker Drive, Chicago

Increase Your Mail Sales!

This complete handbook on Mail Order Selling tells how. Written by Ralph K. Wadsworth, mail order specialist of broad experience, formerly with Montgomery Ward & Co. Presents best practices of leading firms



835 Tips on Mail Selling

selling by mail—both wholesale and retail. Enables you to determine if your products are susceptible to mail order selling and how to lay plans for successful results.

Tells in a Practical Way

Cost of mail sales on various products; what art media to use; how to choose mail order media; how to put punch into illustrations; when to mail; how to secure profitable mailing lists; how to lay out the line with regard to demand and competition; basic appeals in mail selling; life of the catalog; best states for mail order work; how to organize a department; how to price goods to secure most sales; when color is profitable; how to build a sales-producing catalog; what gross profit in both wholesale and retail selling should be; how to increase turnover; should orders or inquiries be solicited; how many kinds of merchandise customers will buy from you by mail; how to write successful mail order copy; what is the most profitable selling plan; when the installment plan is advantageous; what is the best way to dispose of broken lots; when costs should govern pricing; etc.

The Dartnell Corporation
NEW YORK CHICAGO TORONTO

CLIP THIS AND EXAMINE AT
OUR EXPENSE

THE DARTNELL CORPORATION
4660 Ravenswood Ave., Chicago.

Please send for examination, at your expense, the Handbook on Mail Order Selling. I will either pass your invoice for \$3.75 promptly or return the book for full credit.

Name.....

Firm.....

Address.....

City.....

(Invoice sent to firm unless otherwise requested)

when prospects think business is bad, John H. Eckels, of H. S. Eckels & Company; David S. Schwartz, of F. Jacobson & Sons, and Clarence Olmstead, president of Olmstead, Perrin and Leffingwell, Inc., talk ideas and plans instead of merchandise. "The more knowledge a salesman has, the more power," is the way Mr. Eckels sums it up.

Then, there are special inducements to buy, whether in the form of greater profits or lowered prices, which may be offered such buyers. Some variation of this money-saving principle is advocated by Baxter Reynolds, manager, eastern division of the Standard Life Insurance Company of America; by H. R. Carlisle, of the Atwater Kent Manufacturing Company; by J. H. Coons, a sales manager of Albuquerque, New Mexico; by J. H. Voll, president of the J. H. Voll Sales Service; by G. E. Russell, manager, systems service division of the Gilman Fanfold Corporation, Ltd.,

and by C. S. Tumbleson, business manager of The International College.

Of the seventy-five sales executives whose opinions and experiences have contributed to these two articles on the subject of selling prospects who want to hold up orders until business conditions improve, they are unanimous in believing that it is an objection which can be overcome provided that salesmen are well enough trained to meet it effectively.

This training may take the form, as has been shown, of supplying them with actual facts about basic business conditions, providing them with specific reasons why purchases should go ahead regardless of conditions—or rather, because of them—or of seeing to it that their all-around training is so complete that they can answer such buyers out of their own knowledge of their lines and the methods of selling them.

Foreign Trade Council to Meet in Houston

THE National Foreign Trade Council will hold its fifteenth annual convention in Houston, Texas, April 25, 26 and 27, according to an announcement made by James A. Farrell, chairman. Mr. Farrell continues:

"The steady growth of the foreign trade of the United States in the last decade is gratifying evidence of the success which American producers and traders have obtained through study of the many phases of international commerce. In 1927 the volume of our foreign trade, amounting to 113,500,000 tons, was the largest in our history. It comprised over 71,000,000 tons in exports and a little less than 42,500,000 tons in imports.

"The increase in our trade with Latin America is particularly noteworthy. That trade, in imports and exports, now amounts to merely \$2,000,000,000 or almost one-quarter of our total trade with the world. Its extension has been made possible by a steadily rising standard of merchandising on the part of those engaged in it, and its continued and permanent growth is assured.

"Each year brings its own circumstances, discloses new problems, and sets new precedents, and at the coming convention we will give special attention and careful study to some of these questions. All those who are interested in the development of foreign trade as a factor of national prosperity, whether in commerce, agriculture, education, industry, finance or transportation, all Chambers of Commerce, boards of trade, and so on, as well as firms and individuals, are cordially invited to participate."

The Christian Science *Monitor* has added to its overseas advertising offices in London, Paris and Florence, a fourth office in Berlin, at Unter den Linden, 11, at which address the *Monitor's* Berlin news bureau and circulation offices are also located.

The E. G. Stellings Company, Inc., advertising agency of Wilmington, North Carolina, has opened a branch office in Greensboro, with Richard Henderson, formerly with Carl J. Balliett, Inc., as branch manager.

Benners of Dallas News Promoted

W. H. BENNERS, for many years business manager of The Dallas News, has been appointed assistant to the publisher. E. B. Doran, formerly director of news and telegraph of The News and The Dallas Journal, has been appointed business manager.

Mr. Benners has been connected with The News for 35 years and has been business manager 20 years. Mr. Doran has been in the company's employ since 1895 and brings to the business office a wide experience in editorship and administration.

Duties relinquished by Mr. Doran will be assumed by John E. King, managing editor of The News and Harry C. Withers, managing editor of The Journal. Joseph F. Willets, night editor, becomes assistant managing editor of The News.

What Do You Know of Your Customers?

(Continued from page 280)

method and any company that considers all of its customers in its lists to be of one class is wasting time and money by keeping their lists in this fashion.

If a salesman will go through his accounts and indicate those which are first, second, and third grade, it will then be possible for him to get the maximum of co-operation from his sales promotion and advertising departments, and it will be possible for the sales control department to function most effectively in assisting the salesman to keep his accounts moving and in good shape.

The following companies have appointed The Quinlan Company, Chicago advertising agency, to direct their advertising accounts: Art Metal Products Co., maker of radiator covers and humidifiers; W. G. Lloyd Co., Adco binders; Ludlow S. Sherwood, industrial insurance; Watt Engineering Co., cement construction, all of Chicago. Also The Standard Drug & Sales Co., Philadelphia, manufacturer of Muscletone, and The Henry S. Wampole Co., Baltimore, extract of cod liver oil.

That last-minute mailing rush!



FOUR-THIRTY. Fag end of the day—with stenographers rushing to complete the mailing in that last half-hour. Every inducement for mistakes, carelessness and waste.

No wonder that letters go out wrongly addressed, unsealed, or unstamped, while mutilated and misused stamps add to the toll of waste!

End this scene of confusion in your office! Save time, labor; stop stamp waste; speed up mail delivery and obtain exact control of your postage account—with the Standard Postal Permit Machine.

This machine automatically feeds, imprints the postmark, stampmark and cancellation marks; counts, seals and stacks mail. In fifteen minutes it will have 2500 letters ready for the Post Office.

NO RENTAL OR ROYALTY CHARGES

It offers you all the advantages of fast permit mail service without the disadvantages of paying continuous monthly rentals.

Send for interesting booklet: "How to Reduce the Cost of Mailing."

STANDARD ENVELOPE SEALERS

The most widely used sealing machines in the world. Various hand and motor driven models. No wicks, sprays or rollers. No adjustments or cleaning.

STANDARD STAMP AFFIXERS

Affix postage stamps or labels five times faster than by hand. Count automatically, affixing every stamp neatly—securely—without waste.

Send for folder: "Modern Mailing Methods"

Standard MAILING MACHINES CO.

Agencies in Principal Cities—Service Extended Everywhere

Second Street

Everett, Mass.

Are Your Letters Up to Snuff?

Not your personal letters—but those the folks in your business write to customers and prospects? Are they the sort of friend-making and good-will building letters that ought to go out from your company? Are they as good as they ought to be? As courteous and concise as they might be if your correspondents and executives had access to the Dartnell Program for Improving Sales Correspondence? Get a copy on approval. It only costs \$6.00.

THE DARTNELL CORPORATION

4660 Ravenswood Avenue

CHICAGO

Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers.

To select the proper advertising mediums, you need

STANDARD RATE & DATA SERVICE

IT GIVES up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes — and circulations on publications in the United States and Canada.

---USE THIS COUPON!---

Special 30-Day Approval Order

....., 192.....

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

You may send us—prepaid—the current number of Standard Rate & Data Service, together with all bulletins since it was issued, which we are to have the privilege of using 30 days. If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. The service is to be maintained by bulletins issued every other day.

Firm Name.....

Street Address.....

City.....

State.....

Individual Signing Order.....

Official Position.....

Direct Mail and Business Papers Put Over Condulets

(Continued from page 297)

A striking feature of the campaign was the use of the broad-sides to emphasize the specific advantages of the new product, each driving home a single, simple idea in pictures, with a minimum of text. These pictures are presented with almost kindergarten simplicity, from the standpoint of the workman who is actually wielding the screw-driver or unrolling the splicing tape. If he can get the idea at a glance (as he can) there is not much doubt about the ability of the higher grades of talent to absorb it. "A few turns of a screw-driver and the cover is on and on to stay." "No screw hole to locate and you can place the covers on Condulets with screw on either side of Condulet opening." "No screws projecting inwardly to injure conductors." "The unobstructed cover opening and large wiring chamber make the work of splicing and taping easy." "Screws cannot fall out." Each illustrated by a bold and striking picture that makes the statement perfectly obvious.

Knowing the Selling Points

These same simple ideas were presented in the business paper copy, using half-tone illustrations of the workman's hands operating the device, against a tint-block.

The success of this campaign goes to emphasize, I think, that it is part of the sales manager's job to recognize the selling possibilities in the product, and to develop them to the full extent. Like the famous episode of Columbus and the egg, it is easy enough to recognize them after they have been developed. But one may suspect that there are a good many opportunities of the same sort that have gone begging, simply because nobody has considered them worth bothering about.

Sometimes they are perfectly plain and obvious, of course, but sometimes again they are not. That which strikes the production man or the board of directors as an item of real importance, worthy of great emphasis, may not

be at all the thing that carries the strongest appeal to the customer. The latter is not at all unlikely to react most strongly to features which the high moguls in the company itself would regard as trivial or inconsequential. Emphasis on the points of superiority in materials or workmanship may leave him cold, while some minor variation in design or pattern or style may win his interest at once, and land his order.

The Importance of Details

A good deal sometimes depends upon the ability of the sales executive to appraise the sales or the advertising value of these apparently minor variations. How important are they, from the standpoint of the prospect, irrespective of what the factory superintendent may happen to think about it? How much emphasis by way of advertising can they profitably be made to carry?

In more than one instance, in times past, concerns have jumped definitely into the lead by seizing upon some feature of this sort and giving it great prominence. Goodyear did it, for example, years ago with a national campaign featuring "No-Rim-Cut" Tires, which were merely an adaptation of the straight side, non-clincher tire that was the common property of every tire company at the time. Goodyear simply recognized the selling value in the thing that nobody else thought was of special importance, gave it a distinctive name, and capitalized it.

Another apparently trivial and unimportant feature that has been merchandised with considerable success is the wire contraption that keeps the cap on the tube of shaving cream from rolling under the bath-tub. Instances might be multiplied from many different fields where the merchandising possibilities in what were apparently unimportant details have been recognized, and have been developed to a magnitude that is out of all proportion with the superficial importance of the thing on which the campaign was originally based.

A Packaged and Branded Sponge

(Continued from page 335)

value on each sponge and, as a result, all retail dealers are assured a fair price.

Having proved a complete success, our plan has been quite generally adopted. The brands now known and called for in all parts of the country are Sea Wool, Sea Velvet, Sea Grass, Sea Silk, Aegean Silk, etc. As with Mastertan chamois, sponges are now largely requested by brand names. Not that tagging and pricing alone have made the purchase of sponges safe, but a brand name on a tag makes the goods as reliable as the name itself is reliable.

Uses Many and Varied

All this, of course, has had to do with the sale of sponges in retail stores. Retail trade calls almost exclusively for staple grades, sizes and shapes. There remains the matter of disposing of the remainder which in bulk is more than half of the whole catch. It demands an entirely different sales plan and a wide knowledge of the variety of uses to which sponges are put.

Among a few of the other users are potters and clay workers in molding and finishing, enamelers, workers in fine woodwork, gold, silver, and bronze, and glass cutters. Plug tobacco manufacturers use sponges for cleaning machines. Shoe manufacturers require the very finest silk sponges obtainable for the final dressing down of finished shoes. Shoe polish manufacturers and face cream manufacturers are both our customers.

For most of these requirements, grades and shapes are sold which have little demand elsewhere. Then there are some queer uses. Tons of low-grade sponges are used for insect extermination. The sponge is soaked in a solution to draw out these pests and exterminate them. It is also used for filtering. Fish hatcheries build dams of packed sponges, the water seeping through and filtering out impurities and pollutions. There are even gruesome uses, such as the electrodes on electric chairs. In short, there is some demand for every kind, size and shape. Down to the smallest and lowliest varieties, even for clippings, there is some use and a sale.

Consulting Services Available To Manufacturers

Among the manifold phases of sales engineering and counsel which we are rendering to manufacturers in varied lines are the following consulting services:

In Sales Control:

Executive reports
Control records
Expenses and costs
Sales training
Sales manuals
Salesmen's reports
Routing salesmen
Sales conventions

In Sales Planning:

Budget preparation
Price determination
Fixing discounts
Territory layouts
Compensation plans
Bonus systems
Setting quotas
Sales development

In Sales Analysis:

Market research

Product analysis

Field surveys

Because we are a well-rounded organization of specialists covering every branch of sales work, experienced in the successful and rapid solution of sales problems, we are able to offer these consulting services either to large or to small manufacturers at a cost well within their reach and commensurate with the results obtained.

We invite inquiries as to further detail of these services and their application to specific manufacturers' problems.

Marquis Regan, Inc.

270 Madison Avenue, N. Y.

Cable Address "Markregan, N. Y."

Sales Engineers and Counsellors
to Leading Manufacturers in America and Europe

Build with Men
WILLIAM L. FLETCHER INC.
not an agency
Can put you in touch with
THE RIGHT MAN
for any worthwhile position.
80 FEDERAL STREET - BOSTON.

An organization providing a complete service in Outdoor advertising through advertising agencies
NATIONAL OUTDOOR ADVERTISING BUREAU
INC.
NEW YORK CHICAGO DETROIT

SELL BY DIRECT-MAIL!

Postage & The Mailbag tells how to advertise and sell by Letters, Folders, Booklets, House Magazines, Catalogs, etc. Every issue full of sales ideas.

100% Guaranteed Investment

The subscription price of *Postage & The Mailbag* for 12 months is \$2.00. If at the end of your year's subscription, you write that the magazine has not proved a good investment for you — you to be the sole judge — you will receive check for \$4.00.

POSTAGE & THE MAILBAG
18 East 18th Street New York City

Free Mailing Lists
Will help you increase sales
Send for FREE catalog giving counts and prices on thousands of classified names of your best prospective customers—National, State and Local—Individuals, Professions, Business Concerns.
99% Guaranteed by refund of 5¢ each
ROSS-Gould Co. 376 N. 10th St. St. Louis

\$4,000 to \$12,000 Income Opportunity In Your Home City

Settled man with some advertising and specialty sales experience—will find here an opportunity to enter into a lucrative business that brings big returns.

We will help the right man establish a direct by mail advertising service in one of several cities of 100,000 population and over; the business will be patterned, equipped and fashioned after our 11-year-old Chicago organization.

Small investment required. All equipment is modern in every respect; this business is completely organized. Our method of turning out work will amaze you.

\$1,500 starts you in a business today that will take care of you later; complete information without obligation. If you are really ready to build a business for yourself write, giving age, experience and references. Desk "O" c/o SALES MANAGEMENT, 4660 Ravenswood Avenue, Chicago, Illinois.

CLEARTYPE

Reg. U. S. Pat. Off.

MAPS

Easily Read—Not Confusing



You will appreciate the CLARITY and SIMPLICITY of Cleartype Maps

because you have tried to lay out territorial divisions or follow sales and advertising activities . . . on maps which were a mass of lines and type . . . and have confused county lines with rivers and railroads, etc.

Send for Illustrated Catalog

American Map Company

Originators and Sole Manufacturers

5 WEST 42nd STREET NEW YORK

Table B

Area	Counties in Area	Population 1925	Individual Federal Income Tax Returns 1925	Population per Individual Income Tax Return	Dept. Stores	
					Total	Leading
Orlando		22,273	2,279	10	1	1
Orlando area	Orange, Lake Okeechobee, Osceola	72,113	4,165	17	*	1
Miami		69,754	14,454	5	5	2
Miami area	Dade, Broward	125,574	31,517	6	*	2

*Information not available.

"Retail Shopping Areas"

(Continued from page 314)

grouped about them, nearby or surrounding counties which were more accessible to these stores than to those in any other city, thus forming 683 trading areas, each being composed of a trading center and its logical trading area made up of counties or parts of counties.

The maps of the states as they are found in this section are blocked off into colored areas which gives the ratio of the 1925 population to the number of Federal income tax returns of that year. Thus we see opposite the colored map of Florida a page which is detailed as shown in table B.

In the third part has been listed

the political units which, when combined, make up the total area figures for the previously mentioned 683 suggested retail shopping areas. Each state is listed and for the state there is an alphabetical list of its counties with the retail center to which each county mentioned in part two is assigned. Beside this, there is also given in listed form, the individual Federal income tax returns for 1925 of each incorporated town or village in the county; the 1925 population and the county population per individual tax return, which is useful as a rough guide to the market possibilities of the county in connection with its population.

Small Town Merchant Can Survive, Says Dodd

ALVIN E. DODD, manager of the domestic distribution department of the Chamber of Commerce of the United States, in a recent address at Sterling, Illinois, before the Sterling-Rock Falls Chamber of Commerce, voiced the opinion that the small town merchant and the country general storekeeper who are alert and keep abreast of the changing conditions, need not fear the competition of merchants in the large cities, house-to-house canvassing and mail order business. Intelligent merchants in the small towns, he said, not only survive but prosper under the conditions which injure or destroy the busi-

ness of those who are less alive to opportunity.

In discussing means to improve the practices of merchants, Mr. Dodd recommended the holding of conferences as one of the best means of aiding merchants to become more efficient business men and as a sales stimulant.

"It is not necessary," he said, "to invite your attention to the striking success and rapidity of growth which have attended the operation of chain store organizations and mail order houses to convince you of the necessity for improved merchandising practices in independently owned retail stores."

Chain Volume to Double

(Continued from page 283)

reporting, shows the average gain of 1927 over 1926 to be 16.2 per cent.

"At this rate (and I am sure it will continue at the same speed, if it doesn't largely exceed that speed in five years, which will bring us to the calendar year of 1932), the chain stores should double their present volume, and if they do this, they will be selling eight times as much merchandise as they sold in 1919. Speaking for our own chain, our sales increase for 1927 over 1926 was 33 per cent. The National Tea in Chicago, which is similar in size to ours, increased 20 per cent. The Pender Company increased 15 per cent. Grocery chains show the largest increase in 1927 over 1926 of any type of chain. For example, Woolworth increased 5 per cent, Penney 28 per cent, Kresge 10 per cent, Kress 10 per cent, Child's Restaurant 4 per cent, and Loft Candy, 18 per cent."

Financiers Evince Interest

Mr. Dale pointed out that the excellent showings being made by chains in sales and profits are attracting the attention of financiers to the extent that a great deal more money will be available for the financing of these enterprises than ever before. Another thing he touched upon is the chain stores' policies for the future. "I think," he declared, "the greatest preparation we can make for the next five years will be to sell the public the chain store idea for what it is, besides a money-saving system. We have been accused of attempting to corral the food business of the United States on the sole claim of cutting prices. This condition has been brought about because the advertising has featured prices above all other considerations."

"As a matter of fact our chain practically pays its entire dividends and accumulates a surplus from that portion of sales which inefficient retail systems waste. Our cash discounts are always earned and taken because we have a sound business structure; our salvage operations are profitable on a large scale; our savings in efficiently locating stores and building volume in those stores sufficient to economically distrib-

ute merchandise, aggregate in the course of a year what we consider a legitimate profit, and a great deal of this saving in our chain is passed back to the consumer in lowered prices.

A Glimpse Into the Future

"With regard to competition from wholesale grocers, I believe the chain store industry, as presently constituted, is in a position to successfully compete with any situation that will arise in the next five years. I base this decision on the record that the chains have made in the past five years of very strenuous competition." Mr. Dale then pointed out that the enormous popularity of luxury products during the past five years has resulted, in many families, in the curtailment of food bills. He does not think, however, that competition will become much more acute than it already has been.

"The figures that show our growth might give us a feeling of security. This is the first symptom of decay. I believe we, as an industry, should not feel that we have arrived, but that we should look ahead and consider that we must invade other fields besides strictly retailing, because so many other fields are invading our business. The baking of bread, expanding the product business, and retailing meat seem to be logical fields. Manufacturing of specialties and packing are becoming more common every year by large chains.

"The American system recognized that business people are entitled to a fair profit because it is customary in our country to put that profit back into the business where it belongs . . . American business men have popularized big business because they have kept their profits in the business for the benefit of employee and customer. This condition is a credit to our people and I want to take particular credit in this respect for the men who have built the chain store industry.

"I believe the chain store grocery has been a logical product of the evolution of retail distribution. We have followed the law and practice of all nature, as expressed by Darwin in these words, 'Multi-phy; vary; let the strongest live'."

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Each binder will hold thirteen copies of the magazine. Each issue as received can be easily and securely fastened in the binder which will open flat like a book.

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Send for illustrated folder, prices and samples.

MAX DAMM CO. Inc.
96 St. Francis Street,
Newark, N. J.

Stepladder is Branded and Packaged

(Continued from page 304)

steps. Each step is reinforced with a metal rod.

These sales points, together with the new method of packing, have lifted Ladapak entirely above the class of the older-fashioned stepladder. They have opened the way to better merchandising of ladders—already the company has printed envelope inserts with a view to developing the household market. The sales argument is aimed directly at women.

There seems to be a real field for a well-merchandised stepladder in this connection for, while a ladder is needed in practically every home for cleaning lights and windows, changing electric bulbs, hanging drapes, washing woodwork, and other similar jobs, only a very small proportion of homes actually own one. The usual practice is to use a chair, an old box, or some other makeshift "ladder" which really involves a big accident hazard. This point is brought out in the direct advertising the company has issued on the new product.

An interesting point in connection with the brand name is that the trademark "Ladapak" is so designed that each "A" in it is a sketch of a ladder.

In the last issue of SALES MANAGEMENT an article described the experiences of the TrimPak Corporation of New York, in building up a business on packaged door and window trim. According to one of the officers of the Dierks Company, the improved merchandising which resulted in the case of TrimPak, through the package idea, was the source of the idea for Ladapak.

American Safety Razor President Dies

JOSEPH S. KAUFMAN, president of the American Safety Razor Corporation, Brooklyn, New York, died February 3 following an operation for appendicitis. He was 47 years old. Mr. Kaufman, in his earlier years, was connected with the Kaufman Advertising Agency and succeeding that became an officer and director of the Federal Advertising Agency.

Personal Service and Supplies

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EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES for new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established seventeen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months, 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

AGENCY WANTED

AGENCY WANTS MFRS. EQUIPMENT. Territories open for manufacturers agents, mechanical equipment, machinery construction and supplies; Kentucky, Indiana and Tennessee. Equipment & Supply Co., Box 110 Baxter Ave. Station, Louisville, Ky.

ADVERTISING AGENCIES

ADVERTISERS RATE GUIDE FREE—New 1928-36 Page Directory showing classified and display rates of best producing newspapers and magazines. We place your advertisement in any publication at lowest rates. E. H. Brown Advertising Agency, Dept. E, 140 S. Dearborn, Chicago, Ill.

SALESMEN WANTED

SALESMEN FOR COMBINED ORDER blank and envelope, also printing, printed specialties and loose leaf devices. Direct to consumer sales, straight commission basis. Full or part time. Restricted territories. Want only ambitious workers who can earn large commissions. Write nearest office. The Workman Manufacturing Company, 1200 W. Monroe St., Chicago, 110 E. 42nd Street, New York. Arcade Bldg., Atlanta.

IF YOU HAVE HAD LEGAL TRAINING and have earned at least \$5,000 per year as a salesman, you will probably be interested in a position which we have open. Address K. C. P. care of W. L. Fletcher, Inc., 80 Federal Street, Boston.

WANTED—SALESMEN FOR BRAIDED Rugs on commission basis to stores only. Write to: Wilkens Mfg. Corp., White Plains, N. Y.

POSITIONS WANTED

ATTENTION—SALES MANAGERS, CAN you use experienced division manager or jobbing salesman for Nebraska acquainted with grocery jobbers and retailers? References. Address Box 220, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

LETTER DUPLICATING

LETTER DUPLICATING AT CUT PRICES. Complete mailing campaigns. Copy writing, sales letters, etc., printing, multigraphing and mailing service. Est. 1907. Free price list. Write today Haynes Adv. Co., Dept. 2, Omaha.

LINES WANTED

JOBBOING CONCERN OWNING BRICK warehouse with side track wants additional lines of merit to be marketed in the Inland Empire. P. O. Box 2173, Spokane, Wash.

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